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DEVELOP 100

Develop 100 ranks the world's game developers according to the revenues their products generated through UK retail. The figures come directly from ChartTrack data. Retailers contributing to ChartTrack's data represent 90 to 95 per cent of all UK retail sales for games and the figures have been weighted up so as to accurately represent the market as a whole.

Figures are based on sales of all games available on the market at all price points and on all formats (PS2, PS3, PSone, PSP, Xbox, Xbox 360, GameCube, GBA, Nintendo DS, Wii, PC and Mac) during the year 31/12/2006 to 29/12/2007.

For each studio, up to five of its biggest selling titles during that period have been highlighted for individual analysis. Where these titles add up to less than 100 per cent of the studio's total revenues, it is then indicated what percentage of the total is accounted for by the top titles.

'Highest UK Chart' refers to the highest position reached by that title in ChartTrack's weekly All Formats list.

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develop 100

#1

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SPONSOR'S FOREWORD
SHERIDANS

A DEVELOPING INDUSTRY

The creation, distribution and monetisation of games moves fast, says Tahir Basheer, Partner at Develop 100 sponsor Sheridans. New kinds of deal structures are emerging, making great legal advice essential to build a level playing field for developers...

As a leading UK media and entertainment law firm, Sheridans is pleased to join *Develop* in recognising the creatives who are driving the industry forward.

These are exciting times for games and those who make them, with revenues hitting all-time highs across the world. From the box office beating launch of *Halo 3* to *World of Warcraft*'s ten million subscribers and grandmothers brain-training with DS, games are touching more people than ever.

The industry is in flux as companies seek to best exploit these opportunities. In the UK, 2007 saw the acquisition of leading independent developers such as Bizarre Creations and Evolution Studios by publishers striving to secure talent and scale. New technology means the delivery and commercial exploitation of games is changing, too.

At Sheridans, we've already led the music industry in shifting from physical album sales to the online and mobile world. Changing times require new business models and agreements, such as the '360 degree' deals that seek to increase revenues from non-album sales via additional rights to everything from public appearances to merchandising.

Such thinking is now coming to games, where developers' creations are being licensed across different media, as well as different formats. Consider Electronic Arts' 'IP Cube' strategy for its upcoming *Dead Space* – the arrangement covers not only games on various physical and electronic formats, but also ownership across books, films and comics.

Sheridans' long experience working with games as well as music, books, sport, films and even theatre means we're well placed to ensure studios benefit from their creations. We work with developers from a project's inception through to publishing agreements and even acquisition, in between handling negotiation and contract formation with publishers and middleware providers. We also offer *de facto* in-house legal and business affairs services for games developers who lack the appropriate personnel.

Our clients past and present include developers and games publishers, as well as major music, recording and publishing companies, and film and TV producers for whom we have negotiated a range of deals.

We've seen a proliferation of business models and product innovation across all media during our 50 years in business, but the one constant in every entertainment industry is talent. Whatever the future holds, innovative development will be key to recognising and exploiting new opportunities in games, which is why we're always looking to work more closely with developers, and why we're glad to be sponsoring this year's *Develop 100*.

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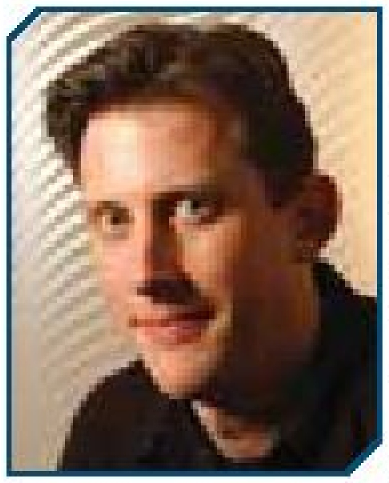
AMBIDEXTROUS

amBX CTO David Eves on Philips' championing of game development talent, both on-screen and beyond…



Charts and lists can be a crude way to measure the stunning creative forces that lie within the industry, but *Develop 100* does illustrate how successful this industry is in entertaining a global gaming community year after year. That is why we are proud to honour their work as sponsors of *Develop 100*.

Studios today deliver captivating and engrossing games with increasing levels of realism and immersion. This quest for immersion has led us to pixel perfect faces, incredible imagery and 3D rendering, all making the player feel that they are actually part of the game.

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Already amBX has a passionate and loyal following amongst gamers, and their numbers are swelling. An army of players hungry for heightened experiences driven by amBX. We look forward to working with the industry's innovative studios in 2008 and beyond to help realise and satisfy this growing appetite for greater immersion.

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Good luck!

David Eves *Philips amBX CTO*

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develop
100

CHARTING SUCCESS

Develop editor Michael French offers a brief tour of the topline trends and key results seen in this year's chart of the world's hundred most successful game studios…

Now in its fourth year, the *Develop 100* has unquestionably become a must-read in the games industry. Beloved as much by studio heads as it is contract workers, the book has achieved truly invaluable status not just thanks to its acknowledging of success via a key metric – sales data – but also because it offers a fairly reliable barometer on the state of play in games development.

So what are the big stories in the 2008 *Develop 100*? There are a number of key trends. Perhaps the biggest is the resurgence of Japanese games developers in the West. Although there are the same number of Japan-based teams in the list as before (16), they this year account for more revenue (£338m in total over last year's £216m). Success for those studios was driven by games on the Wii and DS – indeed, Nintendo claims the top spot this year, and Sega Studios Japan gets its first top ten entry (at number nine) thanks to sales of its *Mario & Sonic* Olympic mash-up. Elsewhere, Japanese independents like Office Create (33rd) and Dimps (76th) received a boost thanks to their Nintendo-flavoured offerings.

Growth in revenues for many studios comes courtesy of the expanding games demographic

It's a radical change from a few years ago, when Japanese studios were lamenting the downturn of their local market and global fortunes. Now the likes of Konami (4th) and Capcom (15th) truly understand that to succeed games must have global appeal.

The success of these studios hasn't come at the expense of anyone else, however (except perhaps the bruised egos at EA Canada, which no longer claims the top spot on our list for the first time and has to settle for second place). Instead growth of revenues for many comes courtesy of the expanding games demographic, spurred by the Wii, DS and the rise of the casual gamer. Certainly, the number of UK studios in the list remains relatively unchanged, with the 26 Britsoft firms in the list accounting for some £223m revenues at retail.

The more democratic game nature of the games playing public also seems to be reflected in the way studios today are being run these days. One of the barriers we used to face when clarifying details for the list with ChartTrack was the insistence of some publishers to whitewash credits or attribution for the development of certain games. But that's quickly changing now. So while some of the thousand-strong design resources still exist on the list (such as the multi-team, single studio bases as Nintendo, Konami, Sega Studios Japan, Ubisoft Montreal and Midway), it's more and more likely to see accountability handed to individual studios. So kudos to representatives at the likes of Sony Worldwide Studios and EA who insisted during my discussions with them that the likes of SCEA Santa Monica (93rd) and Black Box (6th) get their day in the sun, rather than be lost in a higher-ranking yet more anonymous entry on the list.

In fact, with more and more of the in-house studios in the list – such as Infinity Ward (5th) and Maxis (7th) – explicitly tying their success to the more independent attitude found at the likes of big bustling independents Bungie (8th), A2M (19th) or Realtime Worlds (48th), it poses a question: is the concept of 'in-house' and 'independent' (or 'them versus us' if you ask some) starting to disappear for good? Only time will tell. But, if nothing else, the *Develop 100* ensures that credit is given where due.

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UNREAL TECHNOLOGY

EPIC GAMES

01

NINTENDO

STATISTICS

Founded: 1947

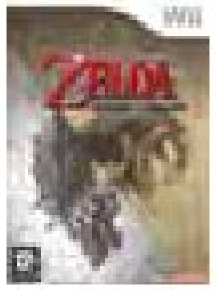
Owned by: Nintendo

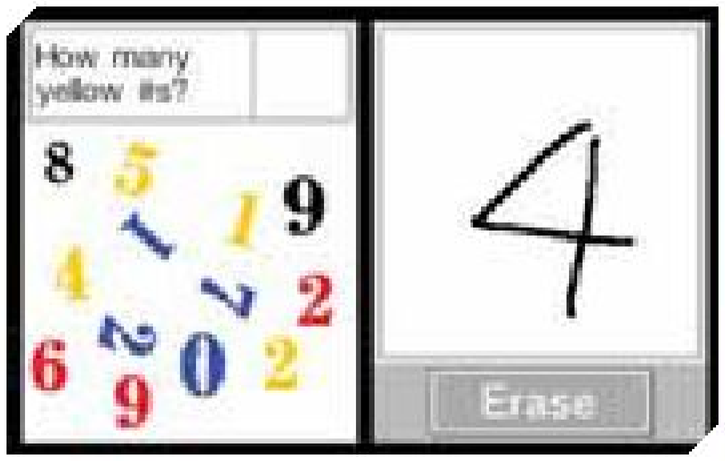
Last year's position: 2

Head count: 1,403

Revenue per capita: £92,537

£129.83m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 DR KAWASHIMA'S BRAIN TRAINING	NINTENDO	2	DS	JUN 06	£21.22m
	2 MORE BRAIN TRAINING FROM DR KAWASHIMA	NINTENDO	2	DS	JUN 07	£15.78m
	3 NEW SUPER MARIO BROS	NINTENDO	2	DS	JUN 06	£14.68m
	4 SUPER MARIO GALAXY	NINTENDO	5	WII	NOV 07	£12.32m
	**5** THE LEGEND OF ZELDA: TWILIGHT PRINCESS	NINTENDO	5	WII, GC	DEC 06	£9.85m
					TOTAL:	£73.84m (57% of total revenues)



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www.nintendo.co.jp

JAPAN

STUDIO PROFILE

Perhaps unsurprisingly, Nintendo storms to the top of the charts after what marked a renaissance year for the company, with its Wii completing a tide-change sparked by the DS two years previously.

What's most interesting about the titles developed by the numerous teams at Nintendo's HQ in Kyoto, Japan, isn't their highly-regarded quality level or innovative content – but how they actually buck sales trends.

For all of the key titles listed left which were released prior to 2007, sales revenues have gone up year on year – there are no economic long tails here. The first *Brain Training* made £21.22m at UK retail in 2007 – more than double the £9.61m made the year previously, for instance. *New Super Mario Bros* kept things ticking over also, making £14.68m in 2007, a few million more than 2006's £12.72m.

> ***Nintendo has performed impressively in the Develop 100, going from 28th to first in four years***

Part of this trend will be undoubtedly bound closely to Nintendo's savvy marketing of its hardware platforms, which have been sustained successes year-round and brought with it more and more new players buying must-own games such as the best sellers listed opposite. But it's also part of an interesting change in Nintendo's IP strategy, where its traditional key character-based games, the Marios and the Zeldas of the world, are no longer the sole flagships to be relied upon.

Of course, this list excludes one key Nintendo title which has been praised year-round but gets no revenue credit: pack-in game *Wii Sports*, which is owned by every Western Wii owner and is one of the most popular pieces of software at the moment, despite never having sold a single unit in Europe or the US (but it is sold separately in Japan).

It's worth noting also that Nintendo has performed impressively in the *Develop 100* since we started four years ago. The company has gone from a relatively pitiful (for such an esteemed company) number 28 in 2004, at a point when the GameCube was all but dead, to the top spot, dethroning stalwart ruler EA Canada on the way. In that time, its revenue growth has been against market trends also, the company often growing revenues by over 200 per cent year on year at times when the UK market's overall growth was flat or only up by a few percent.

For the 2009 *Develop 100*, we're predicting that Nintendo will once again sit at the top of the listing, given that staple games Smash Bros and Mario Kart are due and new game *Wii Fit* and its new Balance Board peripheral will reach out to mass-market consumers the way *Brain Training* has.

02 EA CANADA

STATISTICS

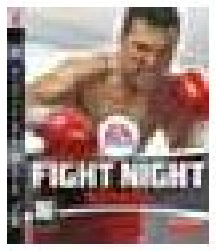
Founded: 1992

Owned by: Electronic Arts

Last year's position: 1

Head count: Undisclosed

£68.78m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **FIFA 08**	ELECTRONIC ARTS	1	PS2, XB360, PS3, PSP, WII, PC	SEP 07	£48.14m
	2 **FIFA 07**	ELECTRONIC ARTS	1	PS2, PSP, XB360, PC, XB GC	SEP 06	£8.39m
	**3** **FIGHT NIGHT ROUND 3**	ELECTRONIC ARTS	2	PS3	MAR 07	£2.98m
	4 **MEDAL OF HONOR: HEROES**	ELECTRONIC ARTS	48	PSP	NOV 06	£1.74m
	5 **UEFA CHAMPIONS LEAGUE 2006-2007**	ELECTRONIC ARTS	7	XB360	MAR 07	£1.16m

TOTAL: £62.40m (91% of total revenues)

CONTACTS

Address: 4330 Sanderson Way,
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www.ea.com

CANADA

STUDIO PROFILE

Nintendo's stampede to the top has one high-profile victim: the now-bruised ego of EA Canada, which has to settle for second place after a three-year stint at the top of the *Develop 100*.

As predicted in last year's book, corporate changes at Electronic Arts have seen EA Canada and EA Black Box allowed their own individuality, with the two having clear separate entries in the 2008 *Develop 100*. It was at EA's request that we separated the two for this year's book, a decision which partly explains why EA Canada only accounts for £68.78m in revenues in this year's book (down from £115m). But its worth bearing in mind that even if Black Box's £37.31m were included the total wouldn't trump Nintendo's £129m.

So second place is not to be sniffed at, especially when this entry no longer has the likes of *Need For Speed* to rely on.

Instead, the studio's trademark franchise *FIFA* continued to do the business – its 2008 iteration in fact making almost £10m more in three months of release than its 2007 counterpart did during the same number of months a year previously. With *FIFA 08* bucking critical trends and (according to Metacritic) scoring much better than erstwhile rival *Pro Evolution Soccer*'s 2008 instalment, the success is well deserved, and puts paid to that eternal speculation that Konami could out-do EA at its own game (for now at least).

> ***FIFA 08* put paid to speculation that Konami could out-do EA at its own game**

Of course, it's little wonder that *FIFA 08* arrived as such a polished product – the EA Canada operation is a behemoth, with a perfected production ecosystem that supports its thousand-strong workforce; this is the studio which boasts a well-established mocap studio, over 20 rooms for music composing, almost as many video editing suites, and a QA department – all supporting three games teams.

Its art and production pipeline, designed for supporting these games of scale designed to sell in the millions, is impressive also. There's been a widely-reported investment in next-gen tools and tech specifically tailored to character behaviour in sports games at EA for some time. This includes proprietary motion and facial technology UCAP.

For the 2009 entry, expect more of the same, but also something new: for all the striving for realism, new IP *Facebreaker* promises to show EA Canada's more playful side via a stylised/cartoony next-gen boxing game that aims to offer as many comedic jibes as it does counter-punches.

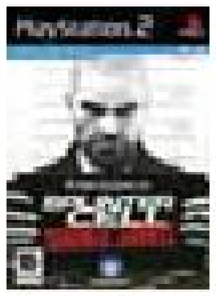
03

UBISOFT MONTREAL

STATISTICS

Founded: 1997
Owned by: Ubisoft
Last year's position: 10
Head count: 1,700
Revenue per capita: £30,688

£52.17m

TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1 **ASSASSIN'S CREED**	UBISOFT	1	XB360, PS3	NOV 07	£27.91m
2 **TOM CLANCY'S RAINBOW SIX: VEGAS**	UBISOFT	7	XB360, PS3, PC	NOV 06	£7.97m
3 **TMNT: TEENAGE MUTANT NINJA TURTLES**	UBISOFT	1	PS2, PSP, DS, WII, XB360, GBA, PC	MAR 07	£4.68m
 4 **TOM CLANCY'S SPLINTER CELL: DOUBLE AGENT**	UBISOFT	5	WII, PS3, PS2 PC, XB, GC	NOV 06	£2.23m
5 **ROCKY BALBOA**	UBISOFT	27	PSP	JAN 07	£1.49m
				TOTAL:	£44.27m (85% of total revenues)

CONTACTS

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H2T 1S6, Quebec, Canada

www.ubisoftgroup.com

CANADA

STUDIO PROFILE

Much like *Assassin's Creed* hero Altair steadily scaling the walls of a medieval castle, his creator Ubisoft Montreal climbs back up the *Develop 100*, after a slip to number ten last year (it was number six in the 2006 edition).

It's that game specifically which helps the mammoth studio claim third place. Although not the best-selling release in this book (that honour still goes to major franchises like *FIFA*, *Call of Duty* and *Halo*), *Assassin's Creed* was 2007 biggest-selling new IP; excellent work for a game only available on Xbox 360 and PlayStation 3 at release.

A recently released PC port and DS spin-off of *Assassin's Creed* are helping keep the franchise alive – and a sequel is a no brainer. Ubisoft Montreal specifically used the new adventure title to help form the template of and art and production pipeline that would be rolled out across the rest of the studio, which employs almost 2,000 staff in an abandoned factory in Montreal.

> ***Renewed dealings with government mean the studio aims to house around 3,000 staff by 2013***

Elsewhere, licensed titles continue to provide a nice sideline for Ubisoft's massive studio. The *Teenage Mutant Ninja Turtles* spin-off did a respectable £4.68m at UK retail – next year's entry will be boosted by the *Lost* TV tie-in.

Of course, the real story behind the studio's growth is down to its key involvement in the Quebec region's games tax credits – a scheme originally designed so Ubisoft specifically could prosper and which has since aided the rapid growth of a diverse games industry in both Montreal and nearby Quebec City. In fact, renewed dealings with the government have meant Ubisoft plans to be much closer to 3,000 staff by 2010, with a chunk of staff using that tools pipeline to build the Ubisoft Digital Arts Studio, dedicated solely to CG film production.

Word on the originally mooted *Assassin's Creed* animated short from that team is now scarce. Instead it's possible Ubisoft is now targeting full-length feature production with CEO Yves Guillemot recently saying the company has aspirations to make a Tom Clancy-branded movie now it has purchased perpetuity rights to the author's name for future use.

And the Clancy brand certainly has been kind to Ubisoft Montreal – *Rainbow Six: Vegas* was the studio's other big seller in 2007. Sales of the recently-released sequel to *Vegas*, plus the long awaited (and delayed) fifth instalment of *Splinter Cell*, should help boost the coffers to keep the Montreal team here in the top ten for the 2009 *Develop 100*.

04

KONAMI

STATISTICS

Founded: 2006 (from a merger of Konami studio teams)
Owned by: Konami Ent.
Last year's position: 3
Head Count: 5,181

£41.67m

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**PRO EVOLUTION SOCCER 2008**	KONAMI	1	PS2, XB360, PS3, PC	OCT 07	£26.65m
	2	**PRO EVOLUTION SOCCER 6**	KONAMI	1	PS2, PSP, XB360, DS, PC	OCT 06	£9.41m
	3	**METAL GEAR SOLID: PORTABLE OPS**	KONAMI	30	PSP	MAY 07	£1.12m
	4	**ELEDEES**	KONAMI	47	WII	MAY 07	£0.81m
	5	**YU-GI-OH! GX TAG FORCE**	KONAMI	75	PSP	MAR 07	£0.71m

TOTAL: £38.71m (93% of total revenues)

Total Co 824/1000
[Blue El

CONTACTS

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www.konami-digital-entertainment.com

JAPAN

STUDIO PROFILE

Although it does hold fast in its position at number three, revenues generated by Konami's development teams are almost the same as 2006 (we had them down for £43.2m last year).

It's a fairly unassuming place for one of Japanese games development's longest-running companies. Perhaps unfortunately (for *Develop 100* profile writers at least) its release schedule is predictable almost to the point of tedium – with bread and butter franchise *Pro Evolution Soccer* once again accounting for the bulk of the firm's revenues.

2007 saw a slight slip for the franchise, though – for the first time in a while, *FIFA 08* trounced it critically and technically as well as financially. And the 2008 iteration (this was the first year it followed the EA-style year-based titling) made slightly less in terms of revenues when compared to the franchise's performance in the same time period a year previously.

> ***Sales of Metal Gear Solid 4 should ensure Konami claims a high place in this list next year***

Blame it on the transition to next-gen – Konami bosses certainly did have an issue with the switch to newer formats, canning a number of PS3 and Wii games in early 2007 – some reviews of *Pro Evo* 2008 pinpointed key performance issues, and too much reliance on former glories as a PS2 title as stumbling points for the new next-gen console version.

Consider that just a one-off momentary lapse, however. Konami is a vast business in its Japanese homeland, consisting not just of its interests as a well-known maker of video games but also a gyms and fitness technology subsidiary (which is ripe to take advantage of the Wii Balance Board, we reckon) and manufacturing interests creating diverse consumer trinkets like Star Trek figurines. At the end of 2007 the firm said it had seen double digit growth, with its digital games division being a key driver.

CEO Kagemasa Kozuki recently told investors that, following an April 2007 corporate merging of key Japanese offices previously scattered across Tokyo, the firm was now fully poised to efficiently capitalise on the changed Japanese market and global tastes.

Hideo Kojima's *Metal Gear Solid 4*, produced by his studio Kojima Productions, will potentially be the first game to validate the CEO's words. Built exclusively for PS3, and in gestation for a number of years, it's targeting a global release (unusual for Konami, which normally releases the *Metal Gear* titles in Europe around three months after their Japanese debut) – and should sell sufficiently well to ensure Konami claims a high place in the *Develop 100* top ten next year.

05

INFINITY WARD

STATISTICS

Founded: 2002

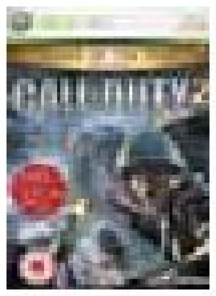
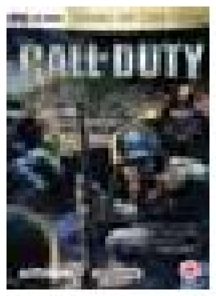
Owned by: Activision

Last year's position: 43

Head count: 90

Revenue per capita: £440,000

£39.60m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**CALL OF DUTY 4: MODERN WARFARE**	ACTIVISION	1	XB360, PS3, PC	NOV 07	£38.54m
2	 **CALL OF DUTY 2: GAME OF THE YEAR EDITION**	ACTIVISION	149	PC, XB360	JUN 06	£0.60m
3	**CALL OF DUTY 2**	ACTIVISION ASPYR	7	XB360, MAC, PC	DEC 05	£0.27m
4	 **CALL OF DUTY: GAME OF THE YEAR EDITION**	ACTIVISION	127	PC	JUN 04	£0.13m
5	**CALL OF DUTY: DELUXE EDITION**	ACTIVISION ASPYR	91	PC, MAC	OCT 04	£0.05m

TOTAL: £39.60m (100% of total revenues)

CONTACTS

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Boulevard Suite 590 Encino, CA
91436, USA

www.infinityward.com

USA

STUDIO PROFILE

With one of the biggest jumps in this year's chart, Infinity Ward scales 38 places from last year's 43rd to a comfy place in the top ten. It's all thanks to one game – *Call of Duty 4*. And it makes sense that the studio finally gets a high-placing off the back of the excellent franchise it created.

The team was founded in 2002 by 22 team members of 2015, the studio which produced *Medal of Honor: Allied Assault*. At the time the ambitious renegades proclaimed that they would better their work in the field of WW2 shooters with a rival effort – and clearly they have succeeded. (Although the latest iteration is in fact the first to boast a 'Modern Warfare' setting, taking players through locations more typical of those found in a 'War on Terror' news report rather than those described in a history book.)

Despite the critical and commercial plaudits, however, the studio remains modest

In 2003, the studio was quickly acquired after its founding by Activision when it became clear that the first *Call of Duty* was a strong new IP. Since then, Infinity Ward has been responsible for many of the key iterations of the franchise, but not all. Activision stablemate Treyarch made *Call of Duty 3* and console spin-off *Big Red One*, a production pattern which means that Infinity Ward won't be looking after the fifth *Call of Duty*; instead its attentions have gone straight to the sixth game, while Treyarch produces a WW2-flavoured fifth game in the franchise.

Freedom, minimal constraints and individuality (even when part of the Activision Studios empire) seems to be a key mantra for the studio. It insists on doing everything in-house, with no outsourcing, and lots of proprietary technology. And it was keen to jetisson the World War 2 setting used by its previous games in order to free up the team to create an experience with an original – and many players say ultimately more gripping – storyline that didn't have to adhere to historical detail.

Despite the critical plaudits, however, the studio remains modest. It has an relatively small number of staff (by next-gen standards), with its core team having yet to trouble the 150-mark (although the credits for the game of course name the vast number of people across the Activision business that supported the production, including its QA division). Plus, if you ask the team about the huge success of *Call of Duty 4* they say it was unexpected; so just imagine what the team might manage if it targets the huge success that is no doubt expected for its next game.

06

EA BLACK BOX

STATISTICS

Founded: 2002

Owned by: Electronic Arts

Last year's position: New Entry

Head Count: 350

Revenue per capita: £106,600

£37.31m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **NEED FOR SPEED: PROSTREET**	ELECTRONIC ARTS	1	PS2, XB360, PS3, WII, PC	NOV 07	£20.71m
	2 **NEED FOR SPEED: CARBON**	ELECTRONIC ARTS	1	PS2, XB360, PSP, PS3, WII, PC, XB, GC	OCT 06	£10.48m
	3 **SKATE**	ELECTRONIC ARTS	11	XB360, PS3	SEP 06	£3.22m
	4 **NEED FOR SPEED: MOST WANTED**	ELECTRONIC ARTS	1	PS2, PSP, XB360, DS, PC XB, GC	NOV 05	£1.93m
	5 **NBA STREET HOMECOURT**	ELECTRONIC ARTS	45	PS3, XB360	MAR 07	£0.89m

TOTAL: £37.22m (100% of total revenues)

CONTACTS

Address: Suite 2000, One
Bentall Centre, Box 77, 505
Burrard Street Vancouver, B.C.,
Canada V7X 1M6

www.eablackbox.com

CANADA

STUDIO PROFILE

As we explain in the entry for EA Canada (*page 14*), a change to EA's studio philosophy – now favouring the 'city state'-style approach to structure and organisation – EA Black Box is extrapolated from the combined entry for Electronic Arts and gets its first entry in the *Develop 100* this year.

Sixth place on your first go is certainly impressive, but hardly a surprise given that this is the studio which has stewardship over the *Need For Speed* franchise. It is games from that series which keep Black Box high in the listing with the 2006 and 2007 iterations *Carbon* and *ProStreet* raking in over £30m between them during 2007.

Despite *ProStreet* getting consistent reviews year-on-year and a reasonably similar SKU spread to its predecessor (Black Box produced the GameCube and PSP versions of *Carbon* as well), the game didn't make as much revenue in the last two months of 2007 as *Carbon* did in the last few months of 2006. That's probably not a sign of waning of the *Need For Speed* franchise, though, given that last year saw the racing genre pinched with a flood of other quality releases like new *Forza* and *Project Gotham* games. (Although, five instalments into the series' modding revamp and it's fair to say the zeitgeist once capitalised by the franchise since its *Undergound* episode isn't as hot as it once was.)

Nevertheless, *Need For Speed* is a flagship product for Black Box and a Canadian champion – originally invented by Vancouver-nased Distinctive Developments, which EA acquired in 1991, the game has been developed in the city ever since.

Given that the latest version made significant in roads on next-gen – *ProStreet* sales on PS3 and 360 (at £11.87m – £5.41m for the Sony platform and £6.46m for the Microsoft one) are almost double those of the PS2 version (£6.80m) – a sequel is of course in the works, possibly exclusively targeting those formats.

The same success can be seen in new skating IP *Skate*. Although it didn't do *Need For Speed* numbers, it trounced last year's *Tony Hawks* next-gen iteration in terms of both revenues (£3.22m versus Neversoft's £1.62m for *Tony Hawks Project 8* – see page 71) and review scores. Plus, EA Black Box says that there's more to come in the new IP stakes, with other concepts set to debut and sit comfortably alongside its now-respected repertoire of *NFS*, *Skate* and the slightly more niche *NBA Street*.

> ***New IP Skate trounced Tony Hawks in terms of both renenues and review scores***

07

MAXIS

STATISTICS

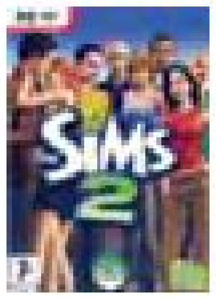
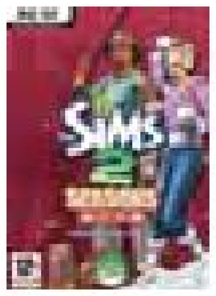
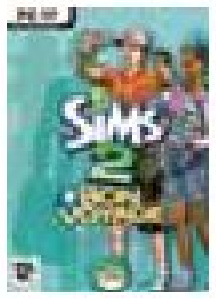
Founded: 1987

Owned by: EA

Last year's position: 4

Head count: Undisclosed

£36.84m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **THE SIMS 2: CASTAWAY**	ELECTRONIC ARTS	7	DS, PS2, WII, PSP	OCT 07	£8.13m
	2 **THE SIMS 2: PETS**	ELECTRONIC ARTS	3	DS, PC, PS2, PSP, GBA, GC	OCT 06	£8.12m
	**3** **THE SIMS 2**	ELECTRONIC ARTS ASPYR	1	PC, PS2, PSP, MAC, XB, GC	SEP 04	£4.29m
	**4** **THE SIMS 2: SEASONS**	ELECTRONIC ARTS	3	PC	MAR 07	£2.57m
	**5** **THE SIMS 2: BON VOYAGE**	ELECTRONIC ARTS	8	PC	SEP 07	£1.74m

TOTAL: £24.86m (67% of total revenues)

CONTACTS

Address: 2 Theatre Square,
Orinda, California, 94563-3346,
USA

www.maxis.com

USA

STUDIO PROFILE

Maxis, the studio co-founded by renowned designer Will Wright has been part of EA since its acquisition in 1997 – and a staple of the *Develop 100* top ten since we started the book four years ago. When it's the studio that created *The Sims* that's hardly a surprise.

But with seventh being Maxis' lowest ever slot in the list (it's usually in the top five) could this be the last year the studio sits in the upper echelons? It's hard to say – although *The Sims* is one of those few games that defies traditional sales patters to sells bountifully year-round across its core releases and their numerous expansions, EA Redwood Shores is the developer of *The Sims 3* (due in 2009) and 2007's Wii/DS game *MySims*. And *The Sims: Pets* was the last expansions to boast a Maxis logo on the box. Back catalogue sales should ensure that Maxis has an enviable slot somewhere in this ranking in future, however.

And of course there's *Spore* to come in 2008 as well. The game, in the works for close to five years, is the only project apparently being toiled on by the Maxis team now (which was folded into the EA Redwood Shores building in 2004) – but might be a bit of a wild-card in the sales stakes. At least at first; although set to sell strongly to the PC set which have avidly followed the game since its GDC 2005 reveal, it's not yet known how quickly, if at all, the game Wright himself dubbed 'SimEverything' will catch a mass audience the way *The Sims* did. A push across multiple formats, however, will ensure potency of the brand and concept, but perhaps not for Maxis: the DS version is handled by a team at independent 'superdeveloper' Foundation 9. (Maxis, or a team very close to it, is however looking after the mobile/iPhone spin off, and a Wii version has been mooted also.)

> ***EA's corporate rulers want the rest of its business to operate with the same independent spirit as Maxis***

That's not the biggest part of the Maxis story, however – instead it's the corporate travails of Electronic Arts which have spelt out a more interesting profile of the team which created *The Sims*. Since returning to the company as CEO, John Riccitiello has restructured it around four core labels – EA Sports, EA Games, EA Casual and The Sims. Devoting a whole publishing wing to the franchise may initially seem like fanciful reward for a team that has always done the business, but in fact the opposite is the case; EA's corporate rulers want the rest of its business to operate with the same independent spirit that produced *The Sims* and kept it buoyant. High praise indeed.

08

BUNGIE

STATISTICS

Founded: 1991

Owned by: Independent

Last year's position: New Entry

Head count: 115

Revenue per capita: £273,478

£31.45m

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	
	1 **HALO 3**	MICROSOFT	1	XB360	SEP 07	£30.88m
	2 **HALO 2**	MICROSOFT	1	PC, XB	NOV 04	£0.52m
	3 **HALO: COMBAT EVOLVED**	MICROSOFT	2	XB	MAR 02	£0.03m
	4 **HALO TRIPLE PACK**	MICROSOFT	250	XB	OCT 05	£0.01m
	5 **HALO 2 MULTIPLAYER MAP PACK**	MICROSOFT	13	XB	JUL 05	£0.01m

TOTAL: £31.45m (100% of total revenues)

CONTACTS

Address: 434 Kirkland Way,
Kirkland WA, 98033, USA

www.bungie.net

USA

STUDIO PROFILE

What a year 2007 ended up being for Bungie. In fact, you can boil the importance of 2007 to Bungie to a key period from September to October.

Firstly, the third and final part of its *Halo* trilogy arrived at retail in September and was the best selling game on 360 (and according to Microsoft the bestselling game of 2007, although Activision disputes that and says its *Call of Duty 4* shifted more units globally).

With continued support for the game via regular downloadable content, *Halo 3* has proven to be one of the most ambitious next-gen games so far in terms of community and multiplayer; the game's customisable Forge element is driven by user-tweaked maps while the game continues to hold the top spot on the Xbox Live most-played list.

Ambition is something that Bungie is no stranger to, of course, given its pioneering Bungie.net site set the template for online game stat tracking and information collation back when *Halo 2* was released. But it's an attitude that permeates every part of the studio's management, as October saw an almost unprecedented turn of events for the in-house team as it left the comfy confines of Microsoft Game Studios and became and independent developer once again.

Although keen to see itself as separate from the other teams working on Xbox titles for Microsoft, the studio nevertheless retains a creative deal binding it to more games for the format. More *Halo*-related titles and new IPs are already confirmed to be in the works.

Still, the deal was a one-of-a-kind move which others may envy, but a headline-grabbing move only Bungie could pull off – and something that was probably needed. Having already split away into its own offices away from the Microsoft ones, Bungie always set its own rules in the first place.

Returning to independence was a headline-grabbing move only Bungie could pull off

And that's true of how it runs itself, as well. That every desk has wheels attached so team members can move around freely as a project changes size and shape is no development urban myth. Plus, leads at the firm say that the company is run truly democratically, with sharing a priority – be that of ideas, credit for work, or profits.

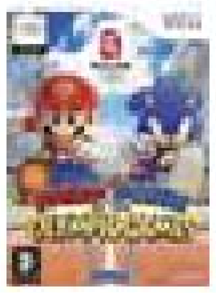
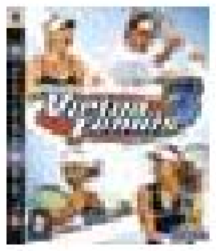
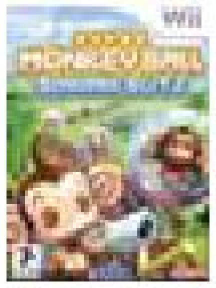
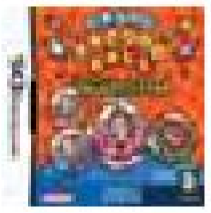
Halo fans may be hungry for more Master Chief, but now that the studio has cast off the Microsoft shackles watchers will be more closely looking out for the promised new IP, the first original game to come from the Seattle-based team in over five years. Whatever it is, expect it to make a big splash and sell well.

09 SEGA STUDIOS JAPAN

STATISTICS

Founded: 1960
Owned by: Sega Sammy
Last year's position: New Entry
Head count: Undisclosed

£27.70m

TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
 1 MARIO & SONIC AT THE OLYMPIC GAMES	SEGA	1	WII	NOV 07	£17.07m
 2 VIRTUA TENNIS 3	SEGA	4	PS3	MAR 07	£3.18m
 3 VIRTUA FIGHTER 5	SEGA	14	PS3, XB360	MAR 07	£2.80m
 4 SUPER MONKEY BALL: BANANA BLITZ	SEGA	44	WII	DEC 06	£2.32m
 5 SUPER MONKEY BALL: TOUCH & ROLL	SEGA	40	DS	FEB 06	£0.93m
				TOTAL:	£26.31m (95% of total revenues)

CONTACTS

Address: 1-2-12 Haneda,
Otaku, Tokyo 144-8531, Japan

www.sega.jp

JAPAN

STUDIO PROFILE

A number of Sega's Japanese outfits – all except Sonic Team – are incorporated into one entry here, at the request of Sega itself, in order to properly represent the more unified nature of the firm's development teams in its homeland.

Of course, incorporation or not, the company was guaranteed a high place in the *Develop 100* thanks to the success of its Sports & Design R&D team's *Mario & Sonic at the Olympic Games*, which makes up over two thirds of the total revenues made by the teams which sit under the Sega Studios Japan banner.

A project originally conceived by those at Sega Europe brokering the deal over rights to the Olympics licence, the game made mascot history, pitting 16-bit rivals Mario and Sonic against each other in one game.

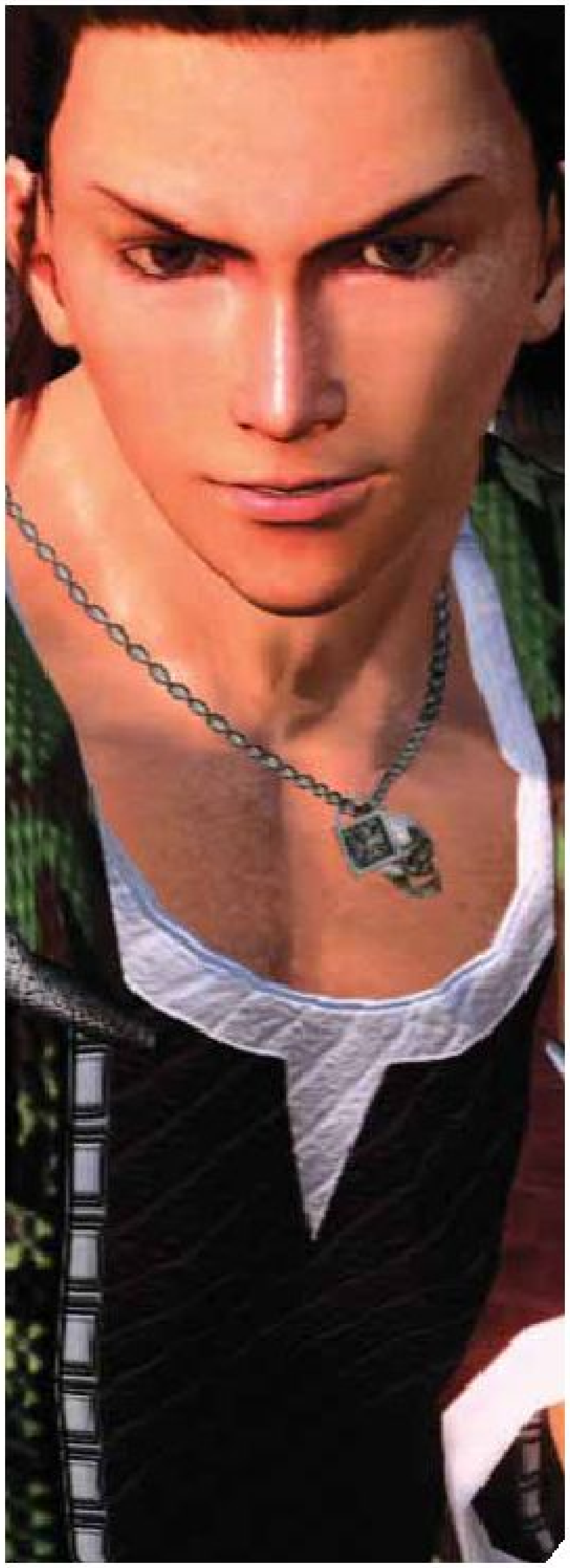
Mario & Sonic was ultimately a key release for the Wii in Europe, where Sonic especially has real brand durability – and the game will presumably help Sega Studios Japan claim another high-ranking place next year, given that the title will no doubt keep selling right up to the 2008 Beijing Olympics, and that a DS version is now available as well. (Sega is also preparing to publish another Olympics game as well, UK studio Eurocom's more traditional sporting game for next-gen consoles.)

But it wasn't just the *Mario & Sonic* team that made the money for Sega – its Hitmaker and AM2 teams continue to do respectable business with their tennis and fighting instalments in the *Virtua* franchise. Overall, generating close to £6m from two famed franchises on next-gen is a respectable achievement, especially given that that success has been repeated around the world.

Unfortunately, the same can't be said some of Sega Studios Japan's other native successes which haven't translated that well to the West. GTA-style Japanese mafia game *Yakuza*, developed by *Super Monkey Ball* creator Toshihiro Nagoshi is a firm favourite in Japan, and is now on its third iteration, but sells considerably less elsewhere.

Either way, these teams are the bright stars of the Sega Studios Japan organisation. Instead, pity those with less successful games – they may be the victims of recently announced layoffs confirmed by parent Sega Sammy, which said was terminating 400 employment contracts as losses hit $242m.

> ***Generating close to £30m at UK retail from famed franchises, these teams are the bright stars of Sega Studio Japan***



10

TRAVELLER'S TALES

STATISTICS

Founded: 1989

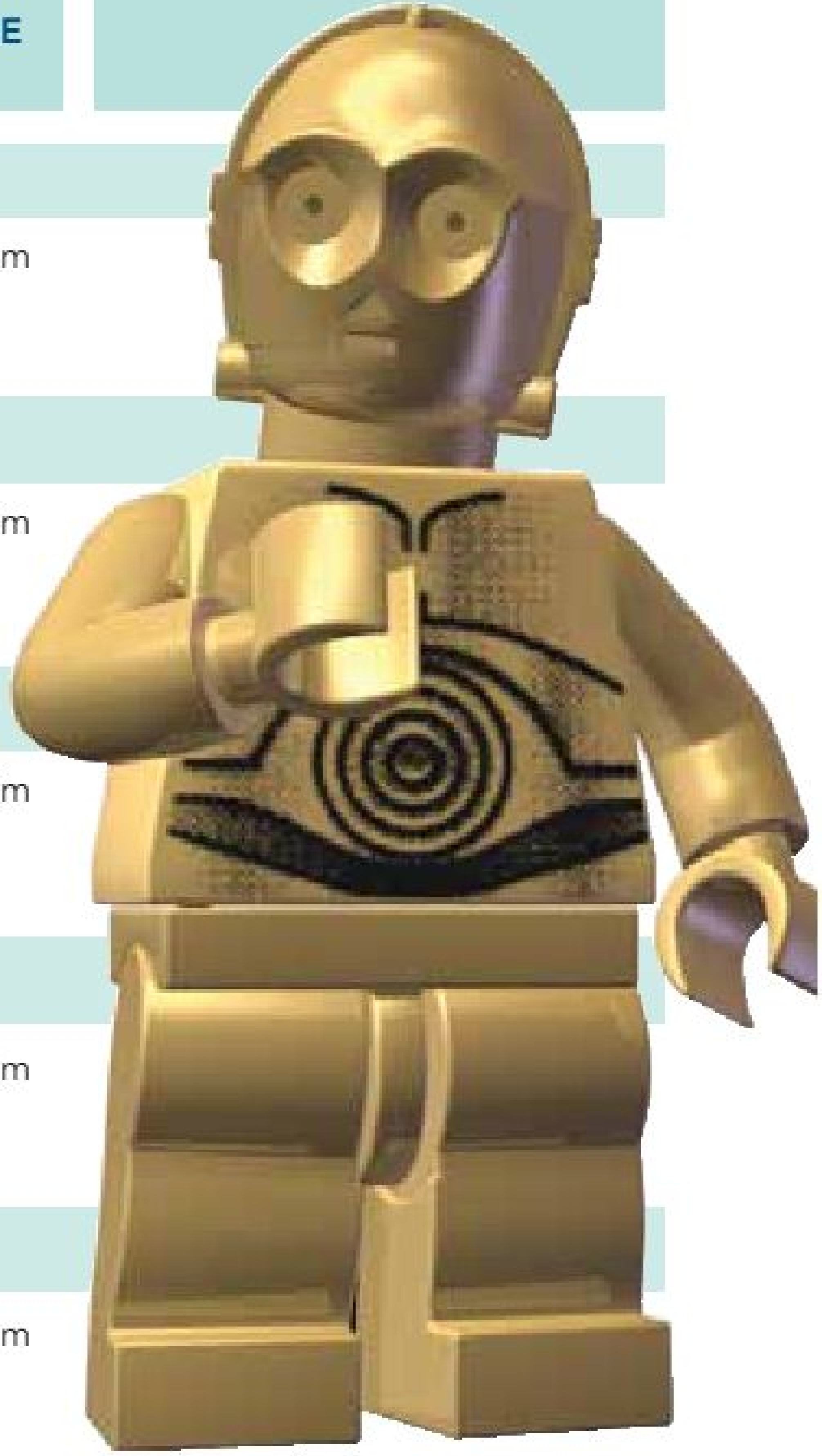
Owned by: Warner Bros

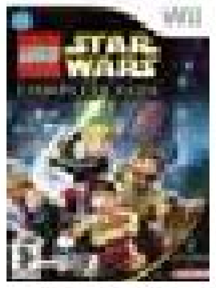
Last year's position: 5

Head count: 150

Revenue per capita: £180,400

£27.06m



		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**TRANSFORMERS: THE GAME**	ACTIVISION	1	PS2, XB360, PS3, WII, PC	JULY 07	£10.61m
	2	**LEGO STAR WARS: THE COMPLETE SAGA**	LUCASARTS	11	WII, DS, XB360, PS3	NOV 07	£7.80m
	3	**LEGO STAR WARS II: THE ORIGINAL TRILOGY**	LUCASARTS	1	PS2, PSP, XB360, PC, XB, GC	SEP 06	£5.22m
	4	**LEGO STAR WARS**	TT GAMES	1	PS2, PC, XB, GC	APR 05	£1.66m
	5	**BIONICLE HEROES**	EIDOS	59	PS2, XB360, WII, PC	NOV 06	£0.59m

TOTAL: £25.88m (96% of total revenues)

CONTACTS

Address: Canute Court, Toft
Road, Knutsford, Cheshire,
WA16 0NL, UK

www.t-tales.com

UK

STUDIO PROFILE

Another studio that has regularly sat in the *Develop 100* top ten, Traveller's Takes a slide down from five last year but just about clings on to a place at the top.

Although propelled by back catalogue sales of *Lego Star Wars* titles and the poorly reviewed, but nevertheless commercially successful, *Transformers* movie tie-in, the studio is lucky – Ubisoft France (number 11) comes in with revenues of just a few million pounds less.

Transformers, the official game of the Michael Bay blockbuster, was put together in close collaboration with the movie's special effects team, with art assets shared between the two. But given the game had a critical drubbing (despite whatever technical finesse) Lego remains the jewel – or, rather, the red brick – in the TT crown. Which must be good news for those publishers the upcoming *Indiana Jones* and *Batman* brick-based spin-offs are being made for. Both are due later in 2008 and will no doubt sell well enough to keep Traveller's Tales high in this listing for another year.

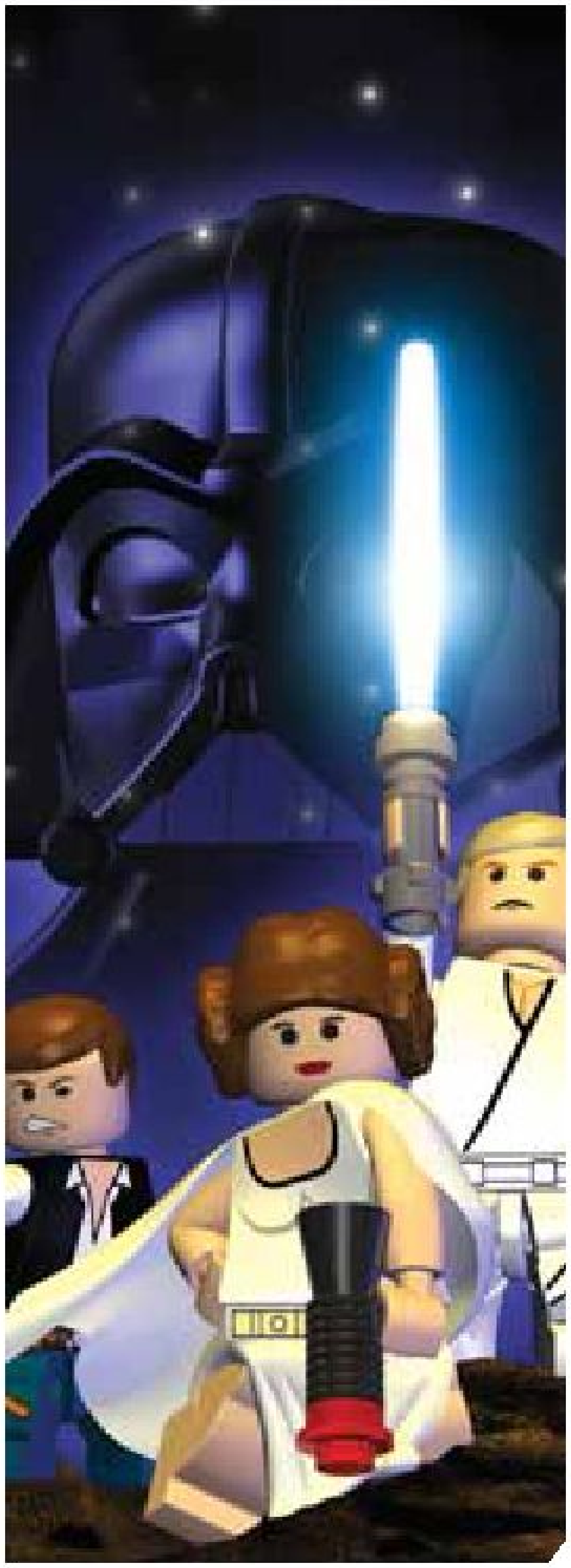
However in 2007 Traveller's Tales dalliances with Hollywood licences went a step further, with the TT Games group (formed from a merger between Lego rights-holder Giant Interactive and Traveller's Tales in 2005) acquired by Warner Bros Interactive. Now a comfortable part of that movie studio's increasingly ambitious games operation, TT execs assure us that they retain some independence (indeed, it's currently finishing up another *Narnia* title for Disney Interactive). The purchase, said to be valued well past the £100m mark, is a great move for Warner Bros., which now owns one of the most respected studios in the UK and one of the few globally to have a consistent track record in making games based on licensed titles.

Lego Batman and Indiana Jones will no doubt keep Traveller's Tales high in this listing for another year

Traveller's Tales itself was happy to splash the cash in 2007, continuing to invest in its future. In January 2007 it bought independent developer Embryonic. Focused on Nintendo's formats, the team has been fully integrated into the Traveller's Tales studio and renamed to Fusion.

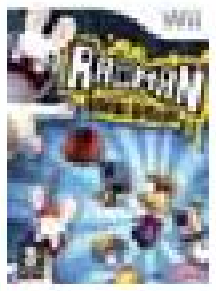
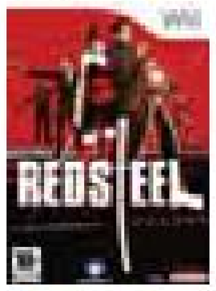
Five months later, TT acquired motion capture outfit Centroid, which studio head Jon Burton says not only supports new projects but could help the studio move towards making animated films when coupled with its new Hollywood connections.

And most recently, the company moved into a new custom-built studio. Now that's empire building in the classic sense, with Traveller's Tales putting things together brick by brick.



11 UBISOFT FRANCE

£25.37m FRANCE

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **TOM CLANCY'S GHOST RECON: WARFIGHTER 2**	UBISOFT	1	XB360, PS3, PSP	MAR 07	£8.73m
	**2** **RAYMAN RAVING RABBIDS**	UBISOFT	16	WII, DS, PS2 XB360, GBA	DEC 06	£5.33m
	**3** **RED STEEL**	UBISOFT	19	WII	DEC 06	£4.77m
	4 **RAYMAN RAVING RABBIDS 2**	UBISOFT	24	WII, DS	NOV 07	£3.07m
	5 **TOM CLANCY'S GHOST RECON: ADV WARFIGHTER**	UBISOFT	2	XB360, PS2, XB	MAR 06	£1.53m

TOTAL: £23.43m (92% of total revenues)

STATISTICS

Founded: 1986
Owned by: Ubisoft
Last year's position: 7
Head count: Undisclosed

CONTACTS

Address: 28 rue Armand Carrel,
93 108 Montreuil Cedex, France

www.ubisoftgroup.com

With *Tom Clancy's Ghost Recon: Advanced Warfighter 2* selling almost as many copies as it has syllables in its name, 2007 was another banner year for Ubisoft's French development arm. Sure the multi-site division has shuffled down from seventh place, but minor volatility is inevitable in a hit-driven industry.

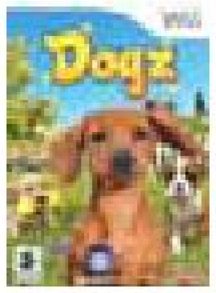
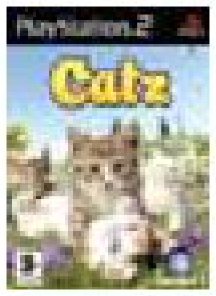
Ubisoft France is a powerhouse, even in the context of the vast Ubi empire, but it's not perfect: witness the Tiwak studio's lacklustre *Beowulf*, released in November. Ubisoft is making such movie tie-ins a speciality – most recently securing James Cameron's *Avatar*, which it placed with Ubisoft Montreal – so the pressures of working with a licence can't be an excuse. And with Ubisoft expanding in Singapore, Japan, China and Quebec, the French outfits can't rest on their laurels. The recent acquisition of the Tom Clancy name in perpetuity might therefore play well at home. *GRAW3*, anyone?

YUKE'S

12

£24.5m

JAPAN

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**WWE SMACKDOWN VS RAW 2008**	THQ	2	PS2, XB360, PS3 WII, PSP, DS	NOV 07	£17.45m
	2	**WWE SMACKDOWN VS RAW 2007**	THQ	2	XB360, PSP, PS2	NOV 06	£5.73m
	3	**WWE SMACKDOWN! VS RAW 2006**	THQ	1	PSP, PS2	NOV 05	£0.70m
	4	**DOGZ 2007**	UBISOFT	249	WII, PS2	NOV 07	£0.26m
	5	**CATZ 2007**	UBISOFT	221	WII, PS2	NOV 07	£0.24m

TOTAL: £24.37m (99% of total revenues)

STATISTICS

Founded: 1993

Independent

Last year's position: 8

Head count: 137

Revenue per capita: £178,832

CONTACTS

Address: 4-45-1 Ebisujima, Sakai,
Osaka 590-0985, Japan

www.yukes.co.jp

People wonder why sequels and licences dominate thinking in the video games industry, but just look at the performance of Yuke's.

Slightly down from eighth position in last year's *Develop 100* (despite an increase in total UK revenue), Yuke's is to wrestling what spandex is to wrestlers. It's an intimate relationship that predates the Japanese company's high-tempo debut in 2000 for THQ, *WWF Smackdown!* – Yuke's was previously responsible for a popular line of wrestling games in Japan. There's no likelihood of it loosening its sweaty grip on the genre, either, with the *Smackdown!* franchise last year pushing past 25 million copies in total lifetime sales.

Here comes the pain, if you're a rival: all this from just 137 staff. Indeed, Yuke's Future Media Creators even found time to diversify with *Dogs* and *Catz* skus for Ubisoft, and a couple of Japanese-only releases.

13 AMAZE ENTERTAINMENT

£24.07m

USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	THE SIMPSONS GAME	ELECTRONIC ARTS	3	DS	NOV 07	£5.03m
	2	SHREK THE THIRD	ACTIVISION	3	PS2, WII	JUN 07	£3.21m
	3	THE SIMS 2	ELECTRONIC ARTS	1	DS, GBA	NOV 05	£2.76m
	4	PIRATES OF THE CARIBBEAN:DEAD MANS CHEST	DISNEY INTERACTIVE	4	DS, PSP, GBA	JUL 06	£1.77m
	5	LEGO STAR WARS II: THE ORIGINAL TRILOGY	LUCASARTS	1	DS, GBA	SEP 06	£1.57m
						TOTAL:	£14.34m (60% of total revenues)

STATISTICS

Founded: 1996

Independent (part of Foundation 9 Entertainment)

Last year's position: 11

Head count: 150

Revenue per capita: £160,466

CONTACTS

Address: 12421 Willows Road NE
#200, Kirkland, WA 98034, USA

www.amazeent.com

One of several studios to ride EA's *The Simpsons Game* to a high ranking in the Develop 100, Amaze's focus on the handheld formats is clear from its other best-selling titles, too.

While its games might not always receive ecstatic reviews from the specialist press, developers who work primarily with licensed properties will point to different challenges, priorities and measures of success compared to traditional studios. Certainly, publishers' faith in Amaze as a safe pair of hands for their brands is clear – the company shipped its 100th title in 2007.

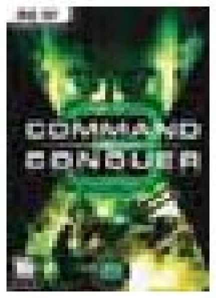
Acquired at the end of 2006 by Foundation 9, Amaze employs about 150 people, split between Kirkland, Washington, and Austin, Texas. If you can't recall playing its games, it's worth noting the studios further breakdown into Griptonite, KnowWonder, Monsoon (all Kirkland based) and Fizz Factor (Austin).

EA LA

14

£22.49m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **COMMAND & CONQUER 3: TIBERIUM WARS**	ELECTRONIC ARTS	1	XB360, PC	MAY 07	£9.45m
	2 **MEDAL OF HONOR: AIRBORNE**	ELECTRONIC ARTS	1	XB360, PS3, PC	SEP 07	£6.97m
	3 **MEDAL OF HONOR: VANGUARD**	ELECTRONIC ARTS	4	PS2	MAR 07	£2.92m
	4 **LOTR: THE BATTLE FOR MIDDLE-EARTH II**	ELECTRONIC ARTS	5	XB360, PC	MAR 06	£1.32m
	5 **COMMAND & CONQUER: THE FIRST DECADE**	ELECTRONIC ARTS	53	PC	FEB 06	£0.72m
					TOTAL:	£21.37m (95% of total revenues)

STATISTICS

Founded: 1995
Owned by: Electronic Arts
Last year's position: 25
Head count: Undisclosed

CONTACTS

Address: 5510 Lincoln Blvd, Playa Vista, CA 90094, USA

www.eala.com

When John Riccitiello told Wall Street analysts recently his company needed to improve its products' rankings on review aggregator Metacritic, he may – counter-intuitively – have had EA LA's output in mind. Consistently turning out competent yet unspectacular software to time and budget would have satisfied the Electronic Arts of a few years ago, but today there's seemingly a recognition the sort of brands EA LA handles – *C&C*, *Medal of Honor* and *Lord of the Rings* – didn't achieve their status on the back of '7 out of 10' reviews.

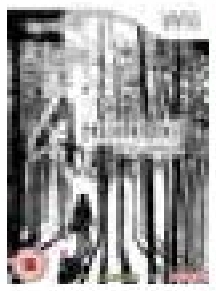
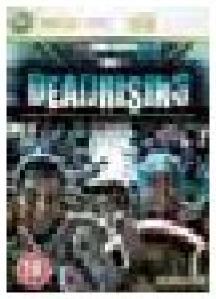
If *C&C: Tiberium Wars* (Metascore: 85) bucked the trend, the dividend is already apparent in high hopes for its first-person shooter spin-off, *Tiberium*, now in development at the 500-strong studio.

More hotly anticipated again are the first fruits of EA's Stephen Spielberg collaboration – *Boom Blox* on Wii and the next-gen action adventure codenamed 'LMNO'.

15 CAPCOM

£22.3m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **LOST PLANET: EXTREME CONDITION**	CAPCOM	1	XB360, PC	JAN 07	£8.15m
	**2** **RESIDENT EVIL 4**	CAPCOM	4	WII, PS2, GC	MAR 05	£5.37m
	3 **RESIDENT EVIL: THE UMBRELLA CHRONICLES**	NINTENDO	28	WII	NOV 07	£2.77m
	**4** **DEAD RISING**	CAPCOM	1	XB360	SEP 06	£2.04m
	5 **OKAMI**	CAPCOM	17	PS2	FEB 07	£0.72m
					TOTAL:	£19.06m (85% of total revenues)

STATISTICS

Founded: 1979
Owned by: Capcom
Last year's position: 17
Head count: 1196
Revenue per capita: £18,645

CONTACTS

Address: 3-1-3 Uchihirano-machi,
Chuo-ku, Osaka 540-0037, Japan

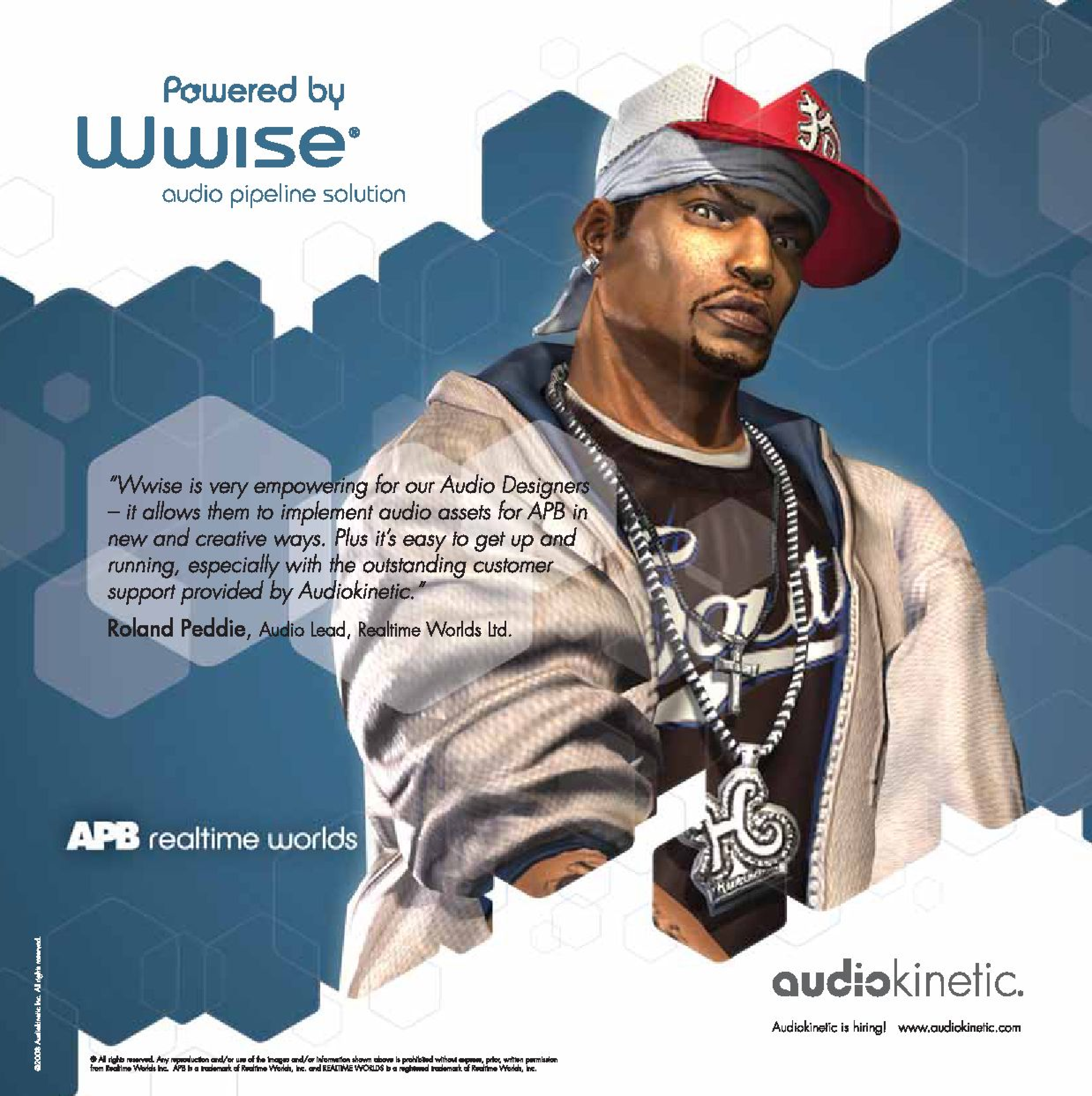
www.capcom.co.jp

Nearly three decades old, and Capcom is still creating bestselling IPs with the enthusiasm of a start-up.

2007's key addition to its legendary roster, *Lost Planet: Extreme Condition*, was successful across the world, but it was only one of 58 games the publisher released in 2007 in its native Japan, on every format going (it shipped 12 titles on PSP alone).

The secret to Capcom's survival doesn't just lie in its perennial invention, of course, but also exploiting the resulting franchises as remorselessly as EA Sports. Last year's *Resident Evil 4* remake for Wii is a universally applauded case in point; *Bionic Commando* (actually being developed in Sweden) should be 2008's.

Capcom has well over 1,000 staff, but the same cadre of senior game designers keep doing the business – an interesting comparison to the slash-and-churn acquisition-driven business model of many of its Western peers.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Roland Peddie, Audio Lead, Realtime Worlds Ltd.

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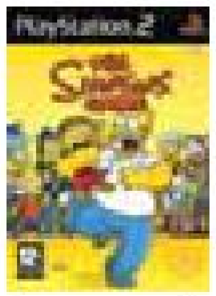
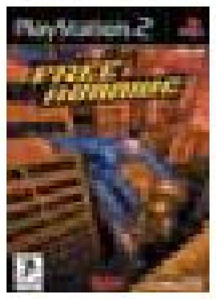
16 REBELLION

£20.13m UK

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	THE SIMPSONS GAME	ELECTRONIC ARTS	3	PS2, WII, PSP	NOV 07	£15.59m
	2	STAR WARS BATTLEFRONT: RENEGADE SQUADRON	LUCASARTS	56	PSP	OCT 07	£1.28m
	3	HARRY POTTER & THE ORDER OF THE PHOENIX	ELECTRONIC ARTS	1	PSP	JUN 07	£1.03m
	4	FREE RUNNING	UBISOFT	33	PS2, PSP	APR 07	£0.74m
	5	GUN: SHOWDOWN	ACTIVISION	191	PSP	NOV 06	£0.32m
						TOTAL:	£18.95m (94% of total revenues)

STATISTICS

Founded: 1992
Independent
Last year's position: 77
Head count: 280
Revenue per capita: £71,892

CONTACTS

Address: Riverside House, Osney Mead, Oxford, OX2 0ES, UK

www.rebellion.co.uk

A superb placing for this key British indie, up from last year's 77th position thanks to the strong performance of EA's *The Simpsons Movie* tie-in.

Rebellion handled Wii, PS2, and PSP duties, with the Sony formats the usual destination for Rebellion's output in recent times. However, the developer is actively shifting its focus more towards the now-established next-gen consoles, with Eidos' *Shellshock 2* for PS3 and Xbox 360 the first fruit. There's also the potential for new games based on Rebellion's 2000AD properties; it has regained the next gen rights for *Rogue Trooper*, for instance.

Rebellion aims to have around five products in development at once, with its proprietary Asura Technology a key component of its strategy.

This year has also seen the studio move to house all these projects and its 280 staff under one roof at a purpose built studio in Oxford.

image copyright Glowfrog Studios

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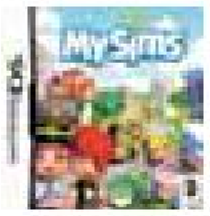
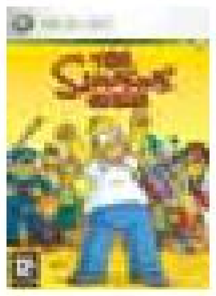
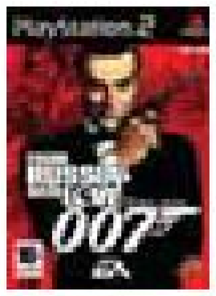
17 EA REDWOOD SHORES

£19.99m USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**MYSIMS**	ELECTRONIC ARTS	2	DS, WII	SEP 07	£8.14m
	2	**THE SIMPSONS GAME**	ELECTRONIC ARTS	3	XB360, PS3	NOV 07	£4.92m
	3	**TIGER WOODS PGA TOUR 07**	ELECTRONIC ARTS	3	PS3, XB360, PSP	OCT 06	£3.85m
	4	**THE GODFATHER**	ELECTRONIC ARTS	1	PS3, WII, XB360 PS2, XB	OCT 05	£2.14m
	5	**FROM RUSSIA WITH LOVE**	ELECTRONIC ARTS	16	PS2, XB, GC	NOV 05	£0.41m

TOTAL: £19.46m (97% of total revenues)

STATISTICS

Founded: 1982
Owned by: Electronic Arts
Last year's position: 9
Head count: Undisclosed

CONTACTS

Address: 209 Redwood Shores
Parkway, Redwood City, CA
94065, USA

www.ea.com

The developers at EA's corporate headquarters continue their slide down the Develop 100, from fourth position back in 2005.

We've previously put the decline down to the publishers' waning fortunes in the licensed games arena – EA lost Bond to Activision in 2006 – and certainly the success of *MySims* vindicates its public commitment to refocus on originality (especially if you've never played *Animal Crossing*…). *MySims* sold well on Wii and DS, and those revenues aren't before licence fees – there are none payable, of course.

A further generous explanation: Redwood Shores has been working primarily with next-gen consoles, and the installed base was still growing in 2007. (Consider the relative weakness of *The Simpsons* on PS3 and Xbox 360, for illustration.)

We'd expect 2008 to reverse this always-solid developers' direction, with original IP *Dead Space* a key 2008 release.

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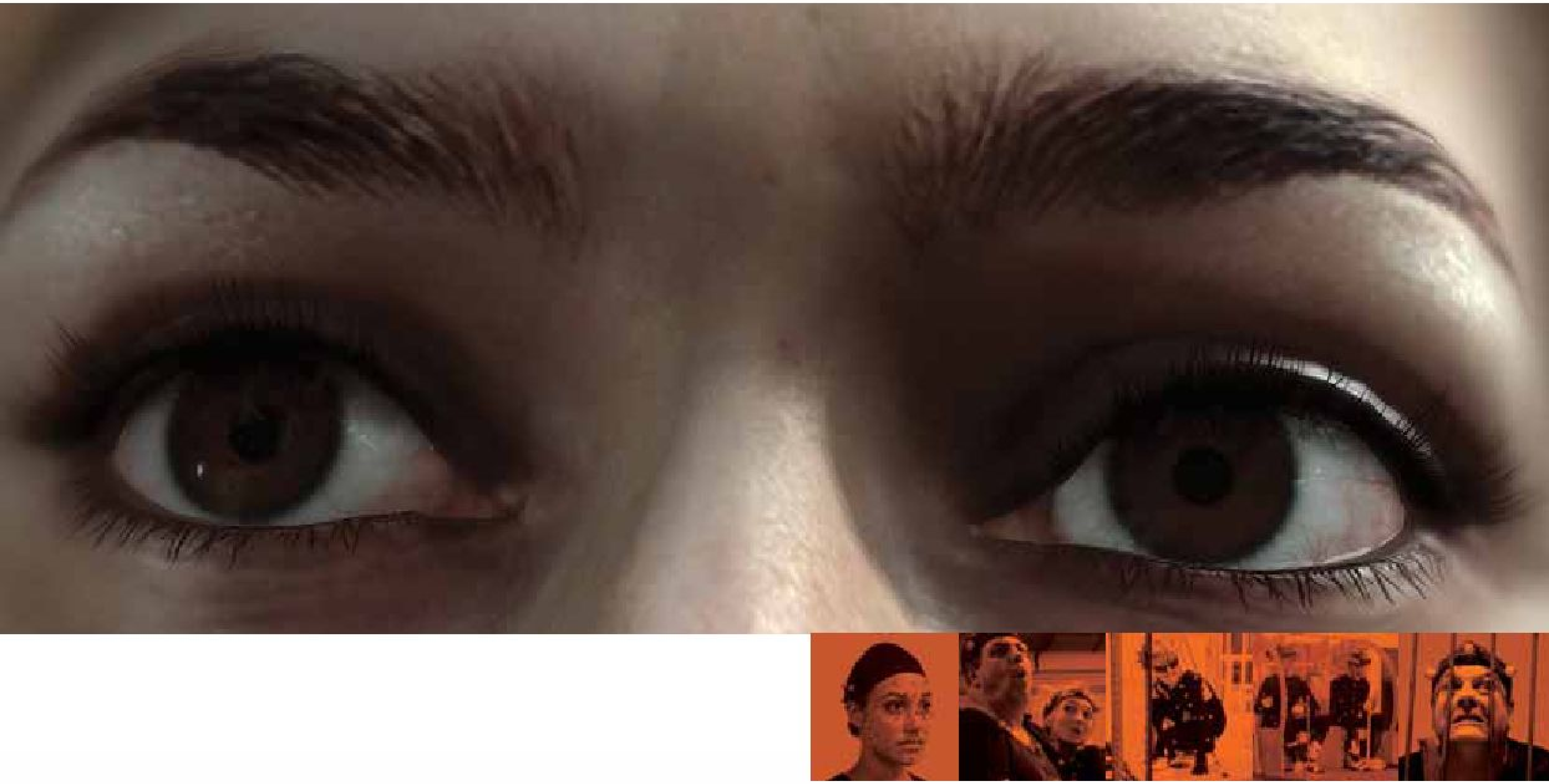

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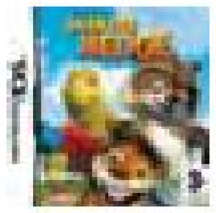
www.quanticdream.com

18 VICARIOUS VISIONS

£17.56m USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**SPIDER-MAN 3**	ACTIVISION	1	PS2, WII, DS, PSP	MAY 07	£8.18m
	2	**SHREK THE THIRD**	ACTIVISION	3	DS, PSP	JUN 07	£2.20m
	3	**MADAGASCAR**	ACTIVISION	1	DS, GBA	JUN 05	£1.84m
	4	**TRANSFORMERS: THE GAME - AUTOBOT**	ACTIVISION	37	DS	JUL 07	£1.10m
	5	**OVER THE HEDGE**	ACTIVISION	3	DS, GBA	JUN 06	£1.07m
						TOTAL:	£14.40m (82% of total revenues)

STATISTICS

Founded: 1992
Owned by: Activision
Last year's position: 33
Head count: Undisclosed

CONTACTS

Address: Vicarious Visions,
150 Broadway, Suite 205,
Menands, New York 12204

www.vvisions.com

A drubbing by the reviewers wasn't enough to squash Vicarious Visions' *Spider-Man 3*, particularly its PS2 offering. Several DS titles from the erstwhile handheld specialist also performed well, underpinning a strong return to *Develop 100* form for the wholly-owned Activision studio.

But it's a DS game now in development, *Guitar Hero: On Tour*, which is causing most excitement. The game will ship with a plug-in 'Guitar Grip' controller, and Karthik Bala, Vicarious' CEO and founder, promises more unique innovations to come in this summer's handheld debut for the franchise.

Vicarious Visions is now entirely located in New York, after shutting down its Californian office last June. Details are scarce on other titles in development, but handheld versions of Activision's 2008 portfolio are strong candidates. Following its parent's merger, Blizzard's IP might also be in the frame.

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19 A2M

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CANADA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**HIGH SCHOOL MUSICAL: SING IT!**	DISNEY INTERACTIVE STUDIOS	8	PS2, WII	NOV 07	£5.99m
	2	**HIGH SCHOOL MUSICAL: MAKIN' THE CUT!**	DISNEY INTERACTIVE STUDIOS	9	DS	OCT 07	£4.13m
	3	**HAPPY FEET**	MIDWAY	7	DS, PS2, WII GBA, PC	NOV 06	£3.27m
	4	**THE GOLDEN COMPASS**	SEGA	10	DS	NOV 07	£1.31m
	5	**SCOOBY DOO: UNMASKED**	THQ	30	DS, PS2, GBA XB, GC	SEP 05	£1.15m
						TOTAL:	£15.85m (91% of total revenues)

STATISTICS

Founded: 1992
Independent
Last year's position: 24
Head count: 420
Revenue per capita: £38,888

CONTACTS

Address: 416 Maisonneuve West,
Suite 600, Montreal, Quebec
H3A1L2 , Canada

www.a2m.com

An *Edge* cover or a cult following on Kotaku is never going to trouble A2M for as long as it keeps making titles like *High School Musical: Sing It!*, *Happy Feet* or *Scooby Doo: Unmasked.*

But never mind the fanboys, feel the quantity. Somewhat like Eurocom in the UK, Quebec's A2M (it stands for Artificial Mind and Movement) specialises in making the licensed games other developers avoid in their race to produce a 72nd first-person shooter, and it's doing well from it. Just ask its swelling army of employees – now up to 450 – or Deloitte, which last year included A2M in its top 50 fastest-growing tech companies in Canada.

A2M doesn't reveal much about upcoming releases. The Activision-published *Spider-man: Friend or Foe* on PSP and DS arrived as 2007 ended, but as for 2008, we expect more licences… and more sales.

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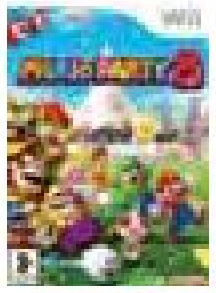
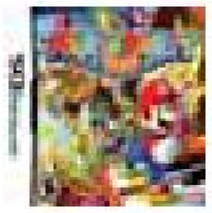
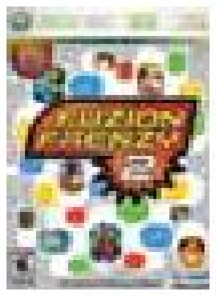
HUDSON SOFT

20

£16.22m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **MARIO PARTY 8**	NINTENDO	5	WII	JUL 07	£11.89m
	**2** **MARIO PARTY DS**	NINTENDO	33	DS	NOV 07	£1.78m
	**3** **FUZION FRENZY 2**	MICROSOFT	69	XB360	FEB 07	£0.76m
	4 **KORORINPA**	NINTENDO	124	WII	FEB 07	£0.50m
	5 **BOMBERMAN LAND TOUCH**	CODEMASTERS	244	DS	MAR 07	£0.30m
					TOTAL:	£15.23m (94% of total revenues)

STATISTICS

Founded: 1973
Independent
Head count: 493
Revenue per capita: £32,900

CONTACTS

Address: Midtown East 9-7-2
Akasaka, Minato-ku, Tokyo, Japan

www.hudson.co.jp

Hudson (since 2005 a subsidiary of Konami, its major shareholder) is increasingly big on handheld platforms; of 29 games it released in Japan last year, 19 were for DS. Now Japanese weekly *Famitsu* says the developer, already active on mobile, is targeting Apple's iPod/iPhone platform, and notes it had an iPhone portal before Apple had even released its much-discussed SDK.

Back in the UK, the company's 2007 hit sheet looks more familiar. Minority shareholder Nintendo continued to use Hudson for *Mario Party* duties, and while the reviewers weren't always convinced, the Wii/DS demographic was perfect. Pundits may wonder if *Bomberman's* becoming a damp squib, but it's worth noting 2007's *Bomberman Story DS* wasn't released until year end in the UK, and a sequel to *Land Touch* has just come out.

Key projects underway at the company include would-be *Wii Sports* killer *Sports Island*.

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LONDON STUDIO

21

£16.1m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **SINGSTAR POP HITS**	SCEE	4	PS2	APR 07	£3.27m
	2 **SINGSTAR R&B**	SCEE	41	PS2	OCT 07	£1.50m
	3 **SINGSTAR '90S**	SCEE	22	PS2	AUG 07	£1.42m
	4 **SINGSTAR ROCK BALLADS**	SCEE	20	PS2	SEP 07	£1.21m
	5 **SINGSTAR LEGENDS**	SCEE	23	PS2	OCT 06	£1.18m
					TOTAL:	£8.57m (53% of total revenues)

STATISTICS

Founded: 1993
Owned by: Sony Computer Entertainment
Last year's position: 14
Head count: 260
Revenue per capita: £61,923

CONTACTS

Address: 15 Great Marlborough Street, London W1F 7HR, UK

www.scee.com

With the *SingStar* series now into double figures, it's no surprise to see five iterations taking over a £1million each in 2007. What was lacking were the original IPs Sony's London Studio has traditionally nurtured.

The absence of a new *The Getaway*-style blockbuster is undoubtedly a factor in the studio's steady slide down the Develop 100 rankings – from sixth place in 2005.

But this is the house studio of a format holder, and PlayStation has been in transition. 2007's figures don't reflect what's sure to be a long tail for London Studio's *SingStar* PS3 debut and PlayStation Eye software. And you can't discount the effort its 260 staff have been putting into the crucial *Home*.

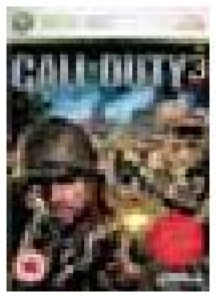
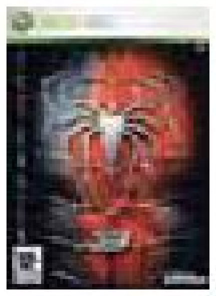
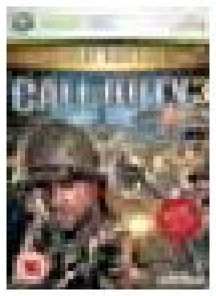
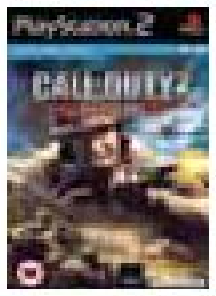
Those blockbusters should return soon, too, with *Eight Days* and *The Getaway* for PS3 currently in development.

Also in the pipeline are more camera-based games and *SingStar* titles.

22 TREYARCH

£15.7m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** **CALL OF DUTY 3**	ACTIVISION	3	PS3, XB360, PS2, WII, XB	NOV 06	£8.86m
	**2** **SPIDER-MAN 3**	ACTIVISION	1	XB360, PS3	MAY 07	£5.62m
	**3** **CALL OF DUTY 3: GOLD EDITION**	ACTIVISION	152	XB360	MAR 07	£0.47m
	4 **ULTIMATE SPIDER-MAN**	ACTIVISION	4	PS2, DS, GBA XB, PC GC	OCT 05	£0.38m
	**5** **CALL OF DUTY 2: BIG RED ONE**	ACTIVISION	3	PS2, XB, GC	NOV 05	£0.29m

TOTAL: £15.61m (99% of total revenues)

STATISTICS

Founded: 1996

Owned by: Activision

Last year's position: 12

Head count: Undisclosed

CONTACTS

Address: 100 N. Sepulveda Blvd,
Suite 1100, El Segundo, CA.
90245, USA

www.treyarch.com

With Activision's transfer of *Call of Duty* responsibilities back to fellow in-house studio Infinity Ward having resulted in the critically sanctified *Call of Duty 4: Modern Warfare*, Treyarch's management might look at this year's *Develop 100* entry somewhat ruefully. Having secured it twelfth position in last year's listings, Treyarch's 2006 take on the first-person shooter continued to do the business in 2007. In comparison, sales of its rather mediocre *Spider-man 3* offerings, whilst respectable, weren't enough to maintain its ranking.

Next year could reverse the decline if rumours that Treyarch is at work on *Call of Duty 5* prove correct; with job vacancies at the Santa Monica-based currently including 'Associate Producer - Call of Duty', we suspect they are.

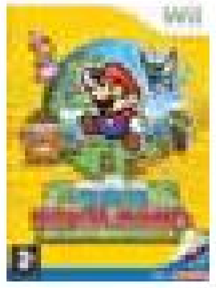
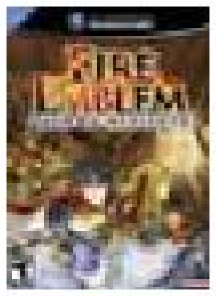
Treyarch's *James Bond* game is also due by Christmas, and a return to top-quality output would surely see the studio push back towards the top 10.

INTELLIGENT SYSTEMS

23

£14.88m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **WARIO WARE: SMOOTH MOVES**	NINTENDO	2	WII	JAN 07	£9.16m
	**2** **SUPER PAPER MARIO**	NINTENDO	3	WII	SEP 07	£5.32m
	3 **PUZZLE LEAGUE**	NINTENDO	220	DS	JUN 07	£0.23m
	4 **ADVANCE WARS: DUAL STRIKE**	NINTENDO	12	DS	SEP 05	£0.13m
	**5** **FIRE EMBLEM: PATH OF RADIANCE**	NINTENDO	161	GC	NOV 05	£0.01m
					TOTAL:	£14.86m (99% of total revenues)

STATISTICS

Founded: 1986

Owned by: Nintendo

Head count: 115

Revenue per capita: £129,391

CONTACTS

Address: 60 Kamitakamatsu-cho,
Fukuine Higashiyama-ku, Kyoto-
shi Kyoto-fu 605-0983, Japan

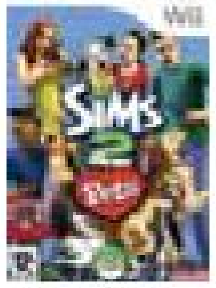
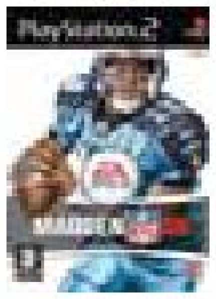
www.intsys.co.jp

Wii owners' ravenous appetite for the fifth instalment of the superb *Wario Ware* series coupled with strong sales of *Super Paper Mario* have together propelled Intelligent Systems back into the *Develop 100*. But of course this is hardly an overnight success for the 115-strong, Kyoto-based developer.

The studio – a wholly-owned internal development resource of Nintendo – has been operational since 1986. In the past 20 years it has been responsible for many classic Nintendo games, including all but the first *Wario Ware* titles as well as long-time Nintendo franchises such as *Advance Wars*, *Fire Emblem* and the previous incarnations of *Paper Mario*. Also, almost a third (32) of its staff are female. Having just released the latest *Advance Wars* for DS the studio is known to be currently working on a version of *Fire Emblem* for Nintendo's dual-screen machine. Further Wii titles are also presumably in development.

24 EA SALT LAKE

£14.83m USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**TIGER WOODS PGA TOUR 08**	ELECTRONIC ARTS	1	WII, PS2, PC	AUG 07	£6.64m
	2	**TIGER WOODS PGA TOUR 07**	ELECTRONIC ARTS	3	WII, PS2, PC XB	SEP 06	£6.17m
	3	**THE SIMS 2: PETS**	ELECTRONIC ARTS	3	WII	JUN 07	£1.01m
	4	**MADDEN NFL 08**	ELECTRONIC ARTS	27	PS2, WII, PC	AUG 07	£0.88m
	5	**THE GODFATHER**	ELECTRONIC ARTS	1	PC	MAR 06	£0.07m

TOTAL: £14.77m (98% of total revenues)

STATISTICS

Founded: 1992

Owned by: EA

Last year's position: 40 (when named Headgate Studios)

Head count: Undisclosed

CONTACTS

Address: 1551 South Renaissance
Towne Drive, Suite 500, Bountiful,
Utah 84010, USA

www.ea.com

Until its acquisition by Electronic Arts at the end of 2006, the company now known as EA Salt Lake – formerly Headgate Studios – had a clear focus: to make great golf games.

The developer was responsible for all the *Tiger Woods PGA Tour* games from 2000 through to the present day, created golf games for Sierra before that, and founder Vance Cook previously programmed for Access Software, which two decades ago was the top dog in golf simulation.

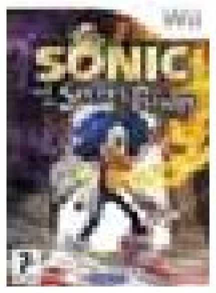
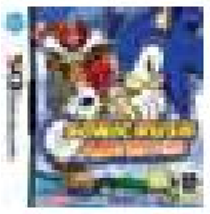
While booming sales for the past two *Tiger Woods* outings suggest little has changed, it's worth remembering that the official word at the time of purchase was EA had secured Headgate to ramp up its Wii output. 2008 should finally see evidence of that, with EA Salt Lake games based on Hasbro properties *NERF N-Strike* and *Littlest Pet Shop* due out in Autumn.

SONIC TEAM

25

£14.1m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 SONIC AND THE SECRET RINGS	SEGA	4	WII	MAR 07	£6.53m
	2 SONIC THE HEDGEHOG	SEGA	24	XB360, PS3	NOV 06	£2.59m
	3 SONIC RUSH	SEGA	26	DS	NOV 05	£1.93m
	4 SONIC RUSH ADVENTURE	SEGA	23	DS	SEP 07	£0.90m
	5 SONIC MEGA COLLECTION PLUS	SEGA	1	PS2, PC, XB	FEB 05	£0.87m
					TOTAL:	£12.81m (91% of total revenues)

STATISTICS

Founded: 1988

Owned by: Sega

Last year's position: 21

Head count: Undisclosed

CONTACTS

Address: 1-2-12 Haneda, Ota-ku,
Tokyo 144-8531, Japan

www.sonicteam.com

Sega's Sonic Team lived up to its name again in 2007 – a roster of new and newish games based entirely on the 15-year old mascot.

If only the quality of these products matched their popularity. Sonic's next-gen debut was panned, and reviews of *Sonic and the Secret Rings* on Wii were inconsistent.

Only on the comparatively limited DS does Sonic live up to his past glories, and these were co-developed with longtime handheld collaborator Dimps.

But then, it's been a difficult period for developer (which actually consists of several outfits, including a US division), having lost its legendary founder Yuji Naka in 2006 when he left with several staff to found PROPE.

Recent Sonic Team titles include *Sonic Riders: Zero Gravity* and the return of *NiGHTS* on Wii. And more Sonic is due – the team is no doubt aware that the pressure is on to produce something that reviews as well as it sells.

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LUCASARTS

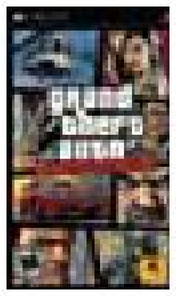
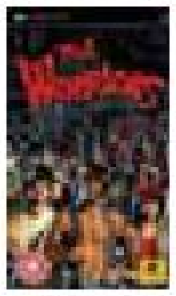
LUCASFILM
ANIMATION
SINGAPORE

ROCKSTAR LEEDS

26

£13.75m

UK

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**GRAND THEFT AUTO: VICE CITY STORIES**	TAKE TWO	1	PSP, PS2	NOV 06	£7.29m
	2	**GRAND THEFT AUTO: LIBERTY CITY STORIES**	TAKE TWO	1	PSP, PS2	NOV 05	£3.48m
	3	**ROCKSTAR GAMES PRESENTS TABLE TENNIS**	TAKE TWO	4	WII	OCT 07	£1.20m
	4	**MIDNIGHT CLUB 3: DUB EDITION**	TAKE TWO	1	PSP	AUG 05	£1.19m
	5	**THE WARRIORS**	TAKE TWO	4	PSP	FEB 07	£0.58m
						TOTAL:	£13.74m (99% of total revenues)

STATISTICS

Founded: 1997
Owned by: Take Two
Last year's position: 6
Head count: 70
Revenue per capita: £196,428

CONTACTS

Address: 2nd Floor, 2 The Boulevard, City West One Office Park, Gelderd Road, Leeds, LS12 6NU, UK

www.rockstarleeds.com

If PSP is the format the industry forgot, then this third Top 50 entry in a row for Rockstar Leeds should serve notice.

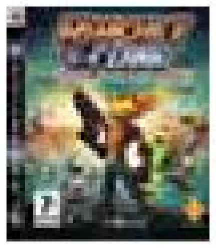
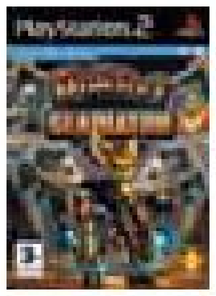
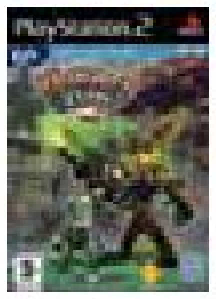
With its *GTA* games Rockstar Leeds delivered two of the few titles to really stretch Sony's handheld, and it's been rewarded with great sales. Yet both *Vice City Stories* and *Liberty City Stories* hit stores prior to 2007 (as did *Midnight Club 3: Dub Edition*). Such a shelf-life in games seems almost criminal.

A couple of PS2 and Wii SKUs hardly disguise the company's love of big games writ small, so we anticipate more productions for PSP to come. While there's no official news, the word from inside is that the 70-strong studio is developing its 'best game ever'. Certainly the dwindling PSP hardcore will be watching this space 24/7; in the meantime new game-hungry PSP owners should ensure Rockstar Leeds retains its residency.

27 INSOMNIAC GAMES

£13.5m

USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**RESISTANCE: FALL OF MAN**	SCEE	1	PS3	MAR 07	£10.59m
	2	**RATCHET & CLANK: TOOLS OF DESTRUCTION**	SCEE	19	PS3	NOV 07	£2.72m
	3	**RATCHET GLADIATOR**	SCEE	53	PS2	NOV 05	£0.11m
	4	**RATCHET AND CLANK 3**	SCEE	17	PS2	NOV 04	£0.04m
	5	**RATCHET AND CLANK**	SCEE	14	PS2	NOV 02	£0.02m
						TOTAL:	£13.5m (100% of total revenues)

STATISTICS

Founded: 2002

Independent

Head count: 165

Revenue per capita: £81,818

CONTACTS

Address: 2255 North Ontario
Street, Suite 550, Burbank,
California 91504, USA

www.insomniacgames.com

Providing the champagne for the launch of PS3, Insomniac's *Resistance* took its fight into 2007. *Ratchet and Clank* provided strength in depth – completing a second next-gen game so swiftly after the launch title is no mean achievement.

Of course, this upstart turned PlayStation hitmaker has been raising eyebrows for as long as Sony has been making games consoles. Yet its headcount remains just 165 – with modest plans to push toward 180 by May.

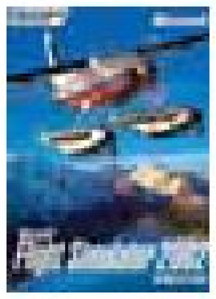
Insomniac has been named one of the SHRM trade association's top 10 Best Small Companies to Work for in America for three years in a row, thanks to flexible hours, and perks that even include yoga sessions. Other initiatives like the developer-driven podcast The Full Moon Show and a tie-in with ABC television were recently joined by the Nocturnal code sharing project announced at GDC and a viral music video promoting life at the studio.

MICROSOFT GAME STUDIOS

28

£13.47m

USA

TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
 1 **FORZA MOTORSPORT 2**	MICROSOFT	1	XB360	JUN 07	£12.58m
 2 **XBOX 360 LIVE ARCADE UNPLUGGED**	MICROSOFT	24	XB360	SEP 06	£0.48m
 3 **MS FLIGHT SIM 2004: A CENTURY OF FLIGHT**	MICROSOFT	19	PC	AUG 03	£0.19m
 4 **FLIGHT SIMULATOR 2002**	MICROSOFT	97	PC	NOV 01	£0.15m
 5 **FORZA MOTORSPORT**	MICROSOFT	2	XB	MAY 05	£0.05m

TOTAL: £13.45m (99% of total revenues)

STATISTICS

Founded: 1974

Owned by: Microsoft

Last year's position: 89

Head count: Undisclosed

CONTACTS

Address: One Microsoft Way,
Redmond, WA 98052-6399, USA

www.microsoft.com/games

Microsoft's Redmond games development unit has shot 61 places up the Develop 100 with the fabulous *Forza Motorsport 2*, the Xbox 360 sequel to the series' equally excellent Xbox debut.

The internal team behind both products is the low-profile Turn 10 Studios. Xbox 360 fans and driving game developers working on rival platforms may be pleased to hear it has no plans to follow the path taken by fellow internal Bungie, which was detached from the software behemoth last October. (Studio manager Alan Hartman says amongst other things he doesn't want to start worrying about 'balancing the books' by going it alone.) With Microsoft's games development strategy apparently in flux, we'll wait and see.

It would certainly seem reasonable to guess *Forza 3* is on the slate, probably for 2009. In the meantime, Turn 10 regularly releases downloadable content for *Forza 2*.

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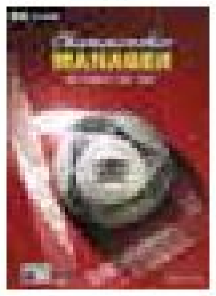
29 SPORTS INTERACTIVE

£13.28m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **FOOTBALL MANAGER 2008**	SEGA	1	PC, PSP	XXX XX	£8.46m
	2 **FOOTBALL MANAGER 2007**	SEGA	1	PC, PSP, XB360	OCT 06	£4.45m
	3 **FOOTBALL MANAGER 2006**	SEGA	2	PC, PSP, XB360	SEP 05	£0.29m
	4 **CHAMPIONSHIP MANAGER 4**	EIDOS FERAL	1	PC MAC	MAR 03	£0.02m
	**5** **CHAMPIONSHIP MANAGER: SEASON 01/02**	EIDOS	1	PC, XB	OCT 01	£0.02m
					TOTAL:	£13.24m (99% of total revenues)

STATISTICS

Founded: 1994

Owned by: Sega

Last year's position: 18

Head count: Undisclosed

CONTACTS

Address: PO Box 60255, London,
EC1P 1GG, UK

www.sigames.com

Football Manager 2008, Sports Interactive's fourth iteration of the reborn brand (its 15th football management game if you count its stewardship of *Championship Manager*) sold over 90,000 copies in its first seven days of release, and topped the UK PC charts for 13 weeks. Importantly there were no signs of critical standard slipping, either, with review marks typically well into the 90 per cent bracket.

The company is hardly taking it easy, though. For 2008, its Web 2.0-cum-footie management mashup *Football Manager Live* should rejuvenate its audience, having already reunited the studio's founding Collyer brothers for the first time in years. Elsewhere, the company's ever inventive approach to self-promotion saw it launch a Football Manager podcast, chaired by irrepressible studio head Miles Jacobson.

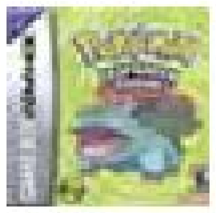
While it's slipped from last year's 18th, armchair pundits wouldn't bet against SI moving back up the league in 2009.

GAME FREAK

30

£12.88m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **POKEMON DIAMOND**	NINTENDO	1	DS	JULY 07	£7.25m
	2 **POKEMON PEARL**	NINTENDO	3	DS	JUL 07	£5.27m
	3 **POKEMON EMERALD**	NINTENDO	5	GBA	OCT 05	£0.28m
	4 **POKEMON FIRE RED**	NINTENDO	3	GBA	OCT 04	£0.03m
	5 **POKEMON LEAF GREEN**	NINTENDO	7	GBA	OCT 04	£0.03m

TOTAL: £12.86m (99% of total revenues)

STATISTICS

Founded: 1992

Owned by: Nintendo

Last year's position: 85

Head count: 52

Revenue per capita: £247,692

CONTACTS

Address: 22F, Carrot Tower,
Taishidou, Setagaya-ku, Tokyo
154-0004, Japan

www.gamefreak.co.jp

Pokemon's DS debut didn't just refresh the catch-'em-ups legs, it showed how it will evolve for years to come thanks to WiFi battling and trading. Who says you can't teach an old Pikachu new tricks?

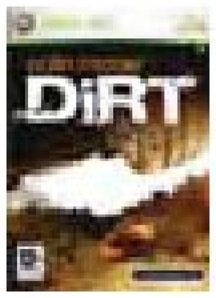
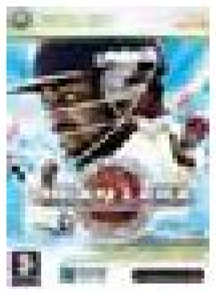
With 12-year old *Pokemon* the second best-selling game franchise of all time (after Mario), we wonder whether Game Freak's 50-odd staff arrive at their Tokyo offices by limousine? According to Japan's weekly *Famitsu*, company policy is for everyone to contribute game ideas, not just designers or producers, which is one way of keeping down the desk count. Home console duties go to Genius Sonority, the *Ranger* games and WiiWare outings are also farmed out, and the upcoming *Pokémon Mystery Dungeon* for DS is a familiar subterranean spin-off from developer Chunsoft.

We presume Game Freak will deliver more Pokemon title for DS soon enough. It also busies itself consulting for other companies.

31 CODEMASTERS STUDIOS

£11.73m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 COLIN MCRAE: DIRT	CODEMASTERS	3	XB360, PS3, PC	JUN 07	£6.37m
	2 BRIAN LARA INTERNATIONAL CRICKET 2007	CODEMASTERS	3	XB360, PS2, PC	MAR 07	£4.11m
	3 LMA MANAGER 2007	CODEMASTERS	4	PS2, XB360, PC	SEP 06	£0.69m
	4 TOCA RACE DRIVER 3	CODEMASTERS	2	PS2, PC, XB	FEB 06	£0.20m
	5 COLIN MCRAE RALLY 2005	CODEMASTERS FERAL	10	PS2, PC, XB, MAC	SEP 04	£0.11m

TOTAL: £11.48m (98% of total revenues)

STATISTICS

Founded: 1986

Owned by: Codemasters

Last year's position: 27

Head count: 260

Revenue per capita: £45,115

CONTACTS

Address: Stoneythorpe, Southam,
Warwickshire, CV47 2DL, UK

www.codemasters.com

Codemasters' successful 2007 sales sheet hardly hints at the activity going on beneath the surface. Last year's bestsellers were familiar – *Colin McRae*, *Brian Lara*, *LMA* and *TOCA* might have figured in any number of years – but back at base Codies invested some £40 million in game development in the 12 months to June 2007. Key has been ongoing work on its proprietary EGO Engine technology; it also opened a studio in Guildford and established an internal art outsourcing team in Kuala Lumpur.

The publisher's year was touched by tragedy in September, however, when Colin McRae died in an accident that also claimed the lives of his son and two family friends.

Looking forward to 2008, work on the internal projects *Race Driver GRID*, *Operation Flashpoint 2: Dragon Rising* and 'Project Strike Team' continues. The masterplan remains an IPO this year, headed by CEO Rod Cousens.

NAMCO

32

£11.54m

JAPAN

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	RIDGE RACER 7	SCEE	11	PS3	MAR 07	£3.12m
	2	SIGHT TRAINING	NINTENDO	20	DS	NOV 07	£2.72m
	3	ACE COMBAT 6: FIRES OF LIBERATION	ATARI	63	XB360	NOV 07	£1.70m
	4	TEKKEN: DARK RESURRECTION	SCEE	12	PSP	SEP 06	£1.21m
	5	MOTO GP	SCEE	96	PSP	OCT 06	£0.50m
						TOTAL:	£9.26m (80% of total revenues)

STATISTICS

Founded: 1955

Owned by: Bandai Namco Games

Last year's position: 23

Head count: 1,700

Revenue per capita: £67,882

CONTACTS

Address: 9F Taiyo Seimei
Shinagawa Building, 2-16-2
Konan, Minato-ku, Tokyo, 108-0075, Japan

www.bandainamco.co.jp/en

Those who point to third-party Japanese developers' waning importance in the West might cite Namco. Number three if ranked by 2007 sales in Japan, it's down at 33 here – a plunge from 14th a couple of years ago.

Certainly Namco's recent products have been incredibly familiar, with *Ridge Racer*, *Ace Combat* and *Tekken* having been around the block for generations.

Tekken specifically has become a PlayStation launch staple, and some of Namco's performance lately reflects the travails of PlayStation 3. But with sales still resilient in Japan, we think it's more a case of too little modern fare and too few SKUs to exploit Western audiences.

But you'd be crazy to write off a veteran like Namco. One catalyst for change could be the fading appeal of parent Namco Bandai's arcade operations; in February it announced the closure of a fifth of its Namcoland centres.

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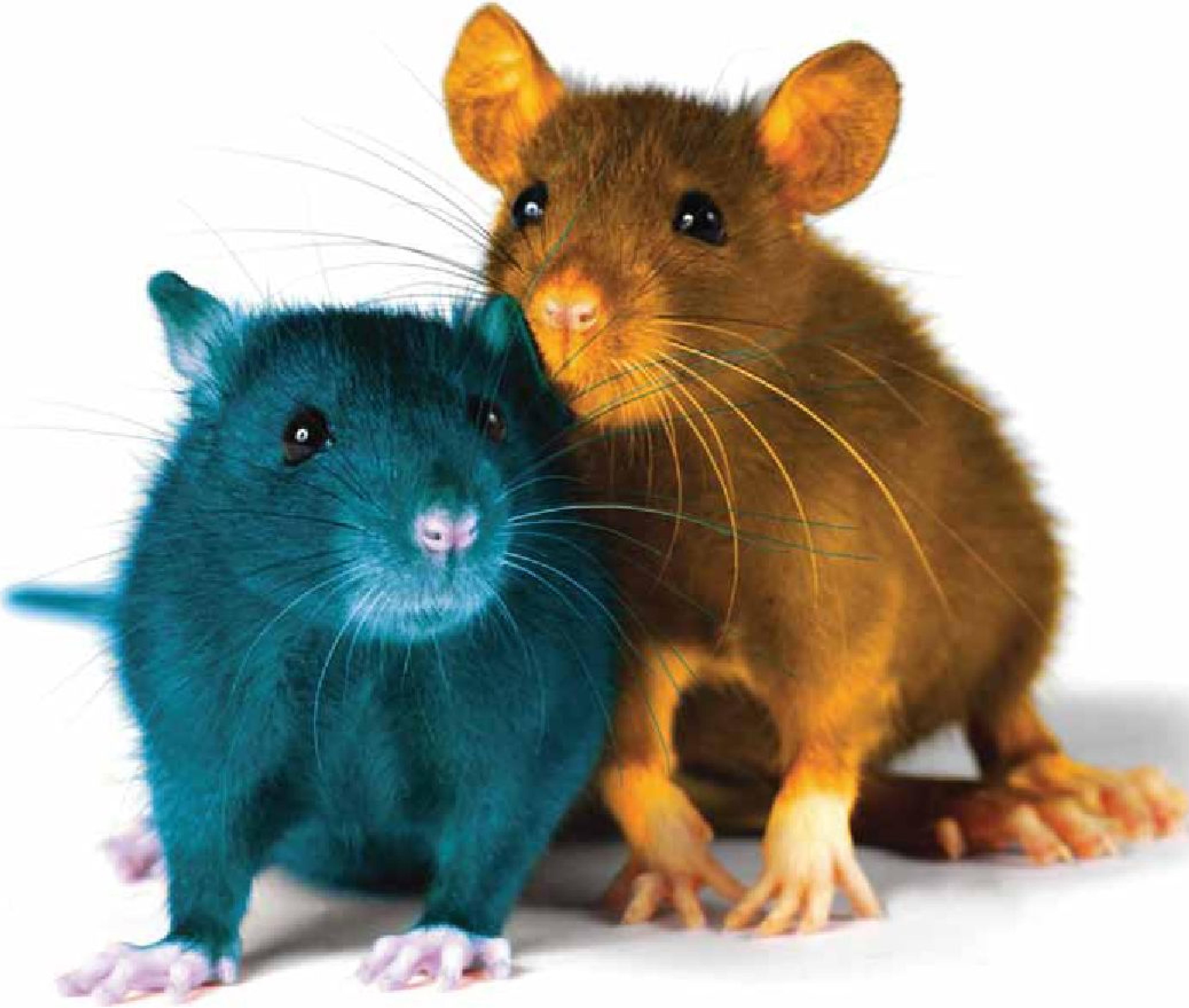

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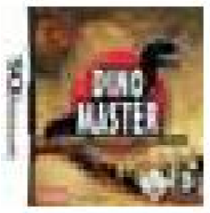
33 OFFICE CREATE

£11.54m JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **COOKING MAMA**	505 GAMES	5	DS, WII	DEC 06	£11.51m
	2 **DINO MASTER**	EIDOS	941	DS	JUN 07	£0.03m

STATISTICS

Independent
Head count: Undisclosed

CONTACTS

www.ofcr.jp

TOTAL: £11.54m (100% of total revenues)

No offence to any Office Create employees reading, but we're bestowing the company Top Novelty Entry in this year's *Develop 100.* (Besides, it's quite an honour in the UK. Just mention 'Agadoo' to any native over 30.)

That's not to say the Nintendo DS version of *Cooking Mama* isn't a clever offering, and certainly 505 Games and Majesco showed brilliant judgement in picking up the title for Europe and the US respectively. But the huge sales the cook-'em-up enjoyed were a bolt from the blue. The Wii version, *Cooking Mama: Cook Off*, did not achieve the same success (out of the £11.5m above, £8.6m of that was the DS SKU), and the less said about *Dino Master*, an extinct-at-birth take on *Pokemon*, the better.

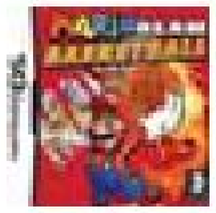
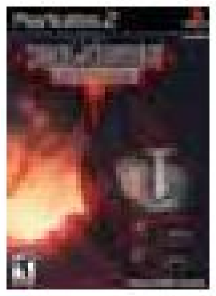
The *Cooking Mama* franchise could spark a new era for Office Create – it's previous games went unreleased in the West, but now it knows how to use a niche idea to capture mass market imaginations – and a sequel is already available.

SQUARE ENIX

34

£11.47m

JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	 **FINAL FANTASY XII**	SQUARE ENIX EUROPE	1	PS2	FEB 07	£7.21m
2	 **MARIO SLAM BASKETBALL**	NINTENDO	36	DS	FEB 07	£1.47m
3	 **KINGDOM HEARTS II**	SQUARE ENIX EUROPE	5	PS2	SEP 06	£0.80m
4	 **FINAL FANTASY TACTICS: WAR OF THE LIONS**	SQUARE ENIX EUROPE	44	PSP	OCT 07	£0.53m
5	 **FINAL FANTASY VII: DIRGE OF CERBERUS**	SQUARE ENIX EUROPE	28	PS2	NOV 06	£0.42m
					TOTAL:	£10.43m (91% of total revenues)

STATISTICS

Founded: 1975
Owned by: Square Enix
Last year's position: 41
Head count: 1639
Revenue per capita: £6,998

CONTACTS

Address: Shinjuku Bunka Quint
Bldg., 3-22-7 Yoyogi, Shibuya-ku,
Tokyo 151-8544, Japan.

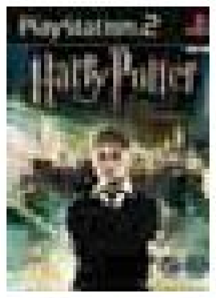
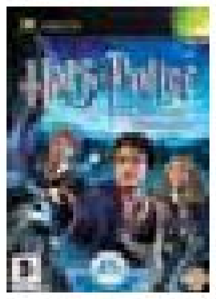
www.square-enix.com

Ten years on from *Final Fantasy VII*, its Western breakthrough, and the bulk of Square Enix's UK sales are still attributable to the never-ending franchise. The game giant's relevance in Western markets has arguably even declined, with its always-excellent RPGs appealing to a huge but nevertheless now well-defined niche of gamers. Yet in Japan Square Enix is a superpower – the number two Japanese developer in terms of 2007 sales, according to *Famitsu* magazine, and with more than 1,600 staff the fourth biggest by headcount.

The famously platform agnostic company (even cinema is simply another destination for its content) concentrated mainly on DS in 2007, but the finalisation of its cross-platform engine, Crystal Tools, will help it make a broader impact in 2008. The engine will power *Final Fantasy XIII* and *Final Fantasy Versus XIII*, and also Square Enix's unnamed next-gen MMOG.

35 EA BRIGHT LIGHT

£11.13m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** HARRY POTTER & THE ORDER OF THE PHOENIX	ELECTRONIC ARTS	1	WII, PS2, XB360 PS3, PC	JUN 07	£9.49m
	2 BATTLEFIELD 2: MODERN COMBAT	ELECTRONIC ARTS	10	XB360, PS2, XB	NOV 05	£0.86m
	3 HARRY POTTER & THE GOBLET OF FIRE	ELECTRONIC ARTS	1	PS2, PSP, PC XB, GC	NOV 05	£0.65m
	**4** HARRY POTTER - PRISONER OF AZKABAN	ELECTRONIC ARTS	1	XB, PS2, GBA GC	JUN 07	£0.13m
	5 CATWOMAN	ELECTRONIC ARTS	16	PS2, XB, PC, GC	AUG 04	£0.01m
					TOTAL:	£10.99m (99% of total revenues)

STATISTICS

Founded: 1986 (as EA UK/EA Chertsey; moved to Guildford in 2006; rebranded in 2008)

Owned by: EA

Last year's position: 13 (as EA UK-Criterion)

Head count: 160

Revenue per capita: £69,562

CONTACTS

Address: Onslow House, Onslow Street, Guildford, Surrey, GU1 4TN, UK

www.ea.com

Bright who? Yes, corporate rebranding has come to the former heartlands of Britsoft, with the EA studio whose DNA includes (via its 1995 acquisition of Bullfrog) *Theme Park*, *Syndicate*, *Populous* and *Dungeon Keeper* now looking to focus on a young, family-friendly demographic.

The studio has been going toddler-friendly for years, of course: you don't sell more than £10 million worth of *Harry Potter* games in a year by frightening the horses.

The new name puts EA's formal corporate weight behind this direction: the studio sits within the EA Casual Entertainment paddock at the mega publisher, and under the fresh face of Harvey Elliot, who was named head of studio in June last year.

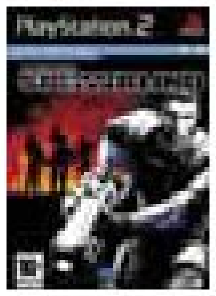
EA Bright Light has three franchises in the works, including a brand new DS-exclusive IP called *Zubo*. Sure to be a much-followed story in 2008, whatever your view of makeovers.

CRYSTAL DYNAMICS

36

£10.88m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **TOMB RAIDER: ANNIVERSARY**	EIDOS	2	PS2, WII, XB360 PC, PSP	JUN 07	£8.27m
	2 **TOMB RAIDER: LEGEND**	EIDOS	1	PSP, PS2, XB360, PC, XB, GC	APR 06	£2.58m
	**3** **PROJECT: SNOWBLIND**	EIDOS	30	PS2, PC, XB	FEB 05	£0.02m

TOTAL: £10.87m (99% of total revenues)

STATISTICS

Founded: 1992

Owned by: Eidos

Last year's position: 15

Head count: Undisclosed

CONTACTS

Address: 64 Willow Place, Menlo Park, 94025, California, USA

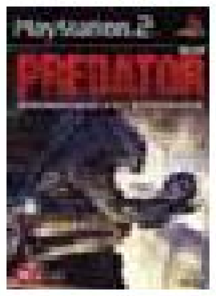
www.crystald.com

Tomb Raider: Anniversary could hardly have been expected to enjoy the frenzied reception that greeted Lara a decade previously, but, after the fairly positive verdict from reviewers, Eidos, Crystal Dynamics and co-developer Buzz Monkey Software might have been disappointed it didn't match 2006's franchise-saving *Tomb Raider: Legend*. The result was a slide for the Eidos-owned US studio, from 15th position last year. (It's worth noting that *Tomb Raider: Anniversary* was also released via Xbox Live Arcade in episodic form, a channel the developer has said it's keen to explore further.)

April saw Crystal Dynamics move to new premises in Redwood City, which it shares with its troubled parent's relocated North American office. Officially the studio is hard at work on *Tomb Raider: Underworld*, but there are still fans who hope to hear of a new *Legacy of Kain* title some day.

37 EUROCOM ENTERTAINMENT

£9.74m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **PIRATES OF THE CARIBBEAN: AT WORLD'S END**	DISNEY INTERACTIVE STUDIOS	1	WII, PS2, XB360 PSP, PS3, PC	MAY 07	£9.02m
	2 **ICE AGE 2: THE MELTDOWN**	VIVENDI GAMES	2	PS2, WII, XB, GC, PC	MAR 06	£0.48m
	3 **SPYRO: A HERO'S TAIL**	VIVENDI GAMES	22	XB, PS2, GC	JUN 04	£0.08m
	4 **ATHENS 2004**	SCEE EIDOS	1	PS2, PC	JUL 04	£0.05m
	**5** **PREDATOR: CONCRETE JUNGLE**	VIVENDI GAMES	11	XB, PS2	MAR 05	£0.04m
					TOTAL:	£9.68m (99% of total revenues)

STATISTICS

Founded: 1988

Independent

Last year's position: 49

Head count: 270

Revenue per capita: £36,074

CONTACTS

Address: Eurocom House,
Ashbourne Road, Derby,
Derbyshire, DE22 4NB, UK

www.eurocom.co.uk

A *Develop 100* stalwart among the UK's dwindling ranks of independents, Eurocom moved up a healthy 12 places in 2007 thanks to a typical tranche of reliable movie licence games, this year led by *Pirates of the Caribbean: At World's End*. Eurocom produced no fewer than six SKUs for Disney, with the PS3 and Xbox 360 outings marking the first showing of its new proprietary next-gen technology.

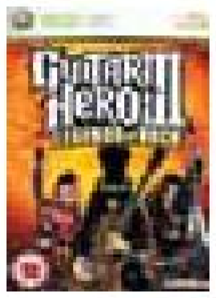
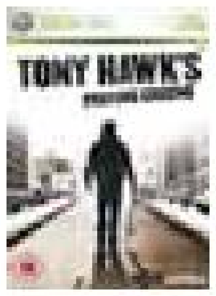
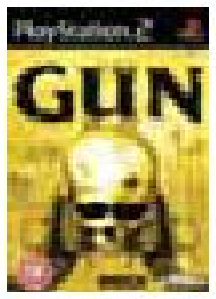
Employing some 270 staff, Eurocom continues to invest in its development facilities. In January 2007 it installed a motion capture facility next door to its studio building. First deployed on *Pirates*, the custom built rig is currently being put through its paces for the *Beijing 2008 Olympics* game that Eurocom has in development for Sega. The mocap investment was neatly joined in 2007 by a new sound recording facility, which Eurocom says it mainly uses for speech vocals and foley recording.

NEVERSOFT

38

£9.48m

USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	GUITAR HERO III: LEGENDS OF ROCK	ACTIVISION	9	XB360, WII, PS3	NOV 07	£5.89m
	2	TONY HAWK'S PROJECT 8	ACTIVISION	15	XB360, PS3	NOV 06	£1.62m
	3	TONY HAWK'S PROVING GROUND	ACTIVISION	32	XB360, PS3	NOV 07	£1.21m
	4	GUN	ACTIVISION	9	PS2, XB360, PC, XB, GC	NOV 05	£0.42m
	5	TONY HAWK'S AMERICAN WASTELAND	ACTIVISION	6	PS2, XB360, XB PC, GC	OCT 05	£0.27m

TOTAL: £9.41m (99% of total revenues)

STATISTICS

Founded: 1994

Owned by: Activision

Last years possition: 38

Head count: 140

Revenue per capita: £67,714

CONTACTS

Address: 20335 Ventura Blvd,
Suite 320, Woodland Hills,
California, 91364, USA

www.neversoft.com

You might imagine that like true pop svengalis, Activision decided on purchasing Red Octane in 2006 that wholly-owned Neversoft should be rewarded with a surefire new project for its long slog on *Tony Hawk*. The reality is weirder – the studio apparently got the gig after Neversoft President Joel Jewett told Red Octane's founders his team fell in love with Guitar Hero during crunch on *Project 8*.

Besides, it could have been a poisoned chalice. Neversoft had to code *Guitar Hero III* from scratch, and the game's progenitor, Harmonix, was developing *Rock Band*. The excellent reviews and sales of Neversoft's production weren't a gimme for its 140 staff.

Guitar Hero: Aerosmith is next – the first test of a potentially lucrative new departure for the franchise. With *Hawk* out of fashion and bands featured in *Guitar Hero* enjoying an upsurge in interest, we expect more such riffs to come.

39 IO INTERACTIVE

£9.43m DENMARK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **KANE & LYNCH: DEAD MEN**	EIDOS	14	XB360, PS3, PC	NOV 07	£7.70m
	2 **HITMAN: BLOOD MONEY**	EIDOS	1	XB360, PS2 PC, XB	MAY 06	£1.16m
	3 **HITMAN TRIPLE PACK**	EIDOS	137	PS2, PC	JUN 07	£0.44m
	4 **HITMAN 2: SILENT ASSASSIN**	EIDOS	1	XB, PC, PS2, GC	JUN 03	£0.08m
	5 **HITMAN: CONTRACTS**	EIDOS	1	XB, PS2, PC	MAY 04	£0.03m
					TOTAL:	£9.41m (99% of total revenues)

STATISTICS

Founded: 1998
Owned by: Eidos
Last years position: 36
Head count: Undisclosed

CONTACTS

Address: Kalvebod Brygge 35-37,
1560 Copenhagen V, Denmark

www.ioi.dk

Steady as she goes in 2007 for the Danish developer and jewel in Eidos' crown.

Kane & Lynch: Dead Men received an unusually wide range of reviews (boiling down to a Metacritic score of 65 for the Xbox 360 version) but sales have been brisk: Eidos said it had shifted a million copies worldwide by mid-January 2008. With movie company Lionsgate having taken the property to Hollywood and the new franchise securely established, an IO Interactive-developed sequel is presumably guaranteed.

What is known for sure is the developer is working on a fifth *Hitman*, to follow-up 2006's *Blood Money*. Announced in Eidos' last annual report, the game is not due until 2009.

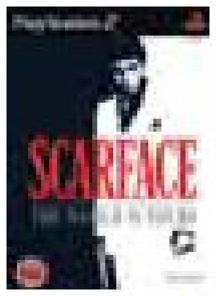
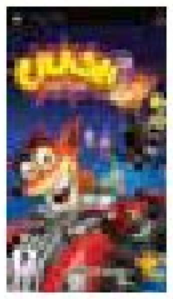
With the future of Eidos's parent SCi uncertain following ceased takeover talks, redundancies, and new senior management, IO's 200-plus staff would be forgiven for watching the financial newswires with greater-than-usual zeal.

RADICAL ENTERTAINMENT

40

£9.3m

CANADA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **CRASH OF THE TITANS**	VIVENDI GAMES	10	PS2, WII, XB360	OCT 07	£3.35m
	**2** **SCARFACE: THE WORLD IS YOURS**	VIVENDI GAMES	2	PS2, WII, XB, PC	OCT 06	£2.22m
	3 **THE SIMPSONS: HIT & RUN**	VIVENDI GAMES	2	XB, PS2, PC, GC	NOV 03	£1.46m
	**4** **CRASH TAG TEAM RACING**	VIVENDI GAMES	19	PSP, PS2, XB, GC	NOV 05	£0.96m
	5 **CSI: DARK MOTIVES**	UBISOFT	23	DS, PC	NOV 07	£0.70m
					TOTAL:	£8.69m (93% of total revenues)

STATISTICS

Founded: 1991

Owned by: Vivendi

Last year's position: 19

Head count: 300

Revenue per capita: £31,000

CONTACTS

Address: 8th Floor, 369 Terminal
Avenue, Vancouver, BC V6A 4C4,
Canada

www.radical.ca

A plunge for Radical, whose 14th outing for *Crash Bandicoot* amounted to a fair next-gen beachhead, rather than the spectacular game required to restore Crash's kudos with gamers.

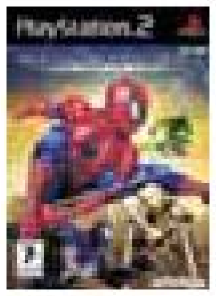
With sales of *The Simpsons: Hit and Run* finally tailing off in the face of EA's newer take on the nuclear family, it was left to *Scarface: The World is Yours* to bolster the developer's position in 2007.

We still think a *Scarface* sequel unlikely., although the studio has confirmed it is still working on licensed properties. *Crash: Invasion of the Bandicoot Snatchers* is on US retailers' forward books, but there's no confirmation yet on the developer. Some of Radical's 300 staff are however working on *Prototype*, a GTA-style sandbox game for high-end consoles.

No doubt expectations are high for the new game: eight of the studio's back catalogue titles have sold over a million units globally each.

41 NEXT LEVEL GAMES

£9.24m CANADA

TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1 **MARIO STRIKERS CHARGED FOOTBALL**	NINTENDO	3	WII	MAY 07	£8.11m
 **2** **SPIDER-MAN: FRIEND OR FOE**	ACTIVISION	39	PS2, WII, XB360	OCT 07	£1.12m
3 **MARIO SMASH FOOTBALL**	NINTENDO	105	GC	NOV 03	£0.01m

STATISTICS

Founded: 2002

Independent

Head count: 113

Revenue per capita: £81,769

CONTACTS

Address: 1128 Homer Street, 3rd Floor, Vancouver, BC V6B 2X6, Canada

www.nextlevelgames.com

TOTAL: £9.24m (100% of total revenues)

Founded in 2002 and now with 100 staff in Vancouver plus a Beijing offshoot employing 13, Next Level Games looks every inch the modern Canadian third-party developer.

There's even the rack of employer awards – in the past 12 months it's been named Best Company to Work for in British Columbia and cited as one of Canada's top 100 employers.

More importantly, it makes good games. Last year saw a slight detour in the form of Activision's reasonably well-received *Spider-man: Friend or Foe*, but it's Next Level's deft handling of the golden boots of Nintendo's mascot that's won its place in the premiere league. Working with the notoriously secretive Nintendo doesn't make life easy for *Develop 100* profile writers, of course. We're told another Nintendo game is in development, though, and that the company is also working on an unnamed movie tie-in.

2K BOSTON/2K AUSTRALIA

42

£9.17m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **BIOSHOCK**	TAKE 2	1	XB360, PC	AUG 07	£9.07m
	2 **SWAT 4**	VIVENDI GAMES	46	PC	APR 05	£0.06m
	3 **SWAT 4: GOLD EDITION**	VIVENDI GAMES	267	PC	MAR 06	£0.02m

TOTAL: £9.16m (100% of total revenues)

STATISTICS

Founded: 1997 (as Irrational Games)
Owned by: Take Two
Head count: Undisclosed

CONTACTS

Address: 2K Boston, 1515
Hancock Street, Quincy, MA
02169, USA

www.2kboston.com

A new entry for the former Boston/Canberra-based Irrational Games, which was acquired by Take 2 in 2006 and rebranded in 2007. And all on the back of one game, *BioShock*, the spiritual successor to the its legendary *System Shock*.

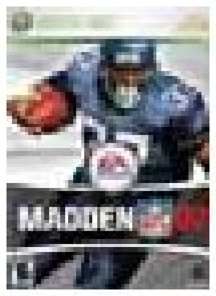
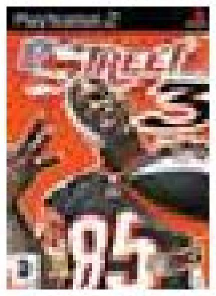
Reviews for *BioShock* were spectacular across the board. The Xbox 360 version ranks as the 13th best game ever on aggregator GameRankings – and second by user rating.

BioShock has picked up numerous awards, too, especially for its artistic direction and story-telling. Given the universal acclaim, one might even ask if it underperformed at retail, relative to its plaudits.

Take Two is giving *BioShock* another go, having announced a sequel to be developed by 2K Marin, its new Californian studio with former *BioShock* staff. There's no official word on what 2K Boston/2K Australia will do next, although interpreting the job ads suggests another Unreal Engine-powered first-person IP is a good bet.

43 EA TIBURON

£9.12m USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**TIGER WOODS PGA TOUR 08**	ELECTRONIC ARTS	1	XB360, PS3, PSP	AUG 07	£5.64m
	2	**MADDEN NFL 08**	ELECTRONIC ARTS	27	XXB360, PS3, PSP	AUG 07	£1.34m
	3	**MADDEN NFL 07**	ELECTRONIC ARTS	15	XB360, PS2, XB	AUG 06	£0.80m
	4	**SUPERMAN RETURNS**	ELECTRONIC ARTS	36	PS2, XB360, XB	SEP 06	£0.69m
	5	**NFL STREET 3**	ELECTRONIC ARTS	379	PS2, PSP	FEB 07	£0.22m
						TOTAL:	£8.7m (95% of total revenues)

STATISTICS

Founded: 1998

Owned by: Electronic Arts

Last year's position: 53

Head count: Undisclosed

CONTACTS

Address: 1950 Summit Park
Drive, Orlando, FL 32810, USA

www.ea.com

With hands as safe as a number one draft pick for wide receiver when it comes to sports, EA Tiburon (originally an indie of the same name) has delivered EA's annual banker, *Madden NFL*, since 1994, plus a college football version since 1998. Acquired by EA that same year, Tiburon is also notable for the various *NASCAR* racing games it's created, with *NASCAR 09* due in June.

The US sports focus limits Tiburon's overseas profile, but after the regrettable detour of *Superman Returns*, sticking to the knitting might seem advised. EA presumably reached the same conclusion, transferring *Tiger Woods* from its nouveau Wii specialist EA Salt Lake to the studio for the lead 08 SKUs, with promising results.

Florida-based Tiburon employs several hundred in a campus-style setting. Expect them to be crafting more updates to *Woods*, *Madden* and *NASCAR* for years to come.

EVOLUTION STUDIOS

44

£9.12m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **MOTORSTORM**	SCEE	2	PS3	MAR 07	£9.02m
	2 **WRC RALLY EVOLVED**	SCEE	68	PS2	OCT 07	£0.07m
	3 **WRC 4**	SCEE	96	PS2	NOV 04	£0.02m

TOTAL: £9.11m (99% of total revenues)

STATISTICS

Founded: 1999

Owned by: Sony Computer Entertainment

Head count: 110

Revenue per capita: £82,909

CONTACTS

Address: Manor Farm Road,
Kings Court, Nr. Runcorn,
Cheshire, WA7 1HR, UK

www.evos.net

The recent history of Evolution Studios reads like that of British games development in microcosm. Several years of hard work on its PS3 racing game *MotorStorm* paid off when the near-launch title received very positive reviews; it has subsequently sold three million copies worldwide.

Cue the acquisition of Evolution (and its subsidiary BigBig Studios) by Sony Computer Entertainment Europe in September, the departure of Evolution founders Martin Kenwright and Ian Hetherington, and the rise of former MD Mick Hocking to become SCEE's Group Studio Director, running Evolution, BigBig, and SCEE's Studio Liverpool, which have a combined headcount of 250.

Evolution numbers 110 staff, busily working on a *MotorStorm* sequel and DLC for the original. The company has expanded to take in a third building, and has created a second development team with its own audio suite.

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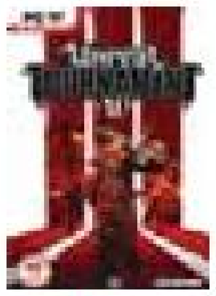
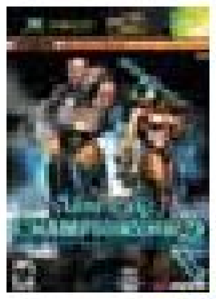
EPIC GAMES

45

£8.89m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **GEARS OF WAR**	MICROSOFT	1	XB360, PC	NOV 06	£7.88m
	2 **UNREAL TOURNAMENT III**	MIDWAY	40	PC	NOV 07	£0.86m
	3 **UNREAL ANTHOLOGY**	MIDWAY	497	PC	NOV 06	£0.12m
	4 **UNREAL CHAMPIONSHIP 2: LIANDRI CONFLICT**	MIDWAY	25	XB	APR 05	£0.02m
	5 **UNREAL II - THE AWAKENING**	ATARI	4	XB	APR 04	£0.01m
					TOTAL:	£8.89m (100% of total revenues)

STATISTICS

Founded: 1991
Independent
Last year's position: 16
Head count: 95
Revenue per capita: £93,578

CONTACTS

Address: 620 Crossroads Blvd.,
Cary, NC 27518, USA

www.epicgames.com

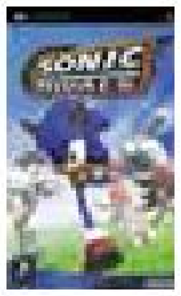
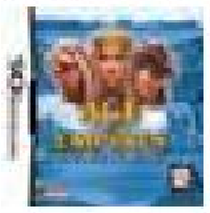
With 2006's *Gears of War* still selling and its Unreal Engine powering seemingly every other new game, the always upbeat Epic is really on a roll.

You even start to wonder if the recent quip by VP Mark Rein that bidding for his company should begin at $2billion ('$1billion? We're not that cheap!') was more than just a bit of quick wit.

With *Gears of War* sales of over five million worldwide as of March this year, *Gears of War 2* was a no-brainer: Epic is aiming for a November release. An Xbox 360 version of *Unreal Tournament 3* will also bolster 2008's takings. What's more, in August 2007 Epic bought a majority stake in People Can Fly, the 50-strong developer of the PC version of *Gears of War*. The Polish company has been working for some time on an unnamed multi-platform game using Unreal Engine 3.

46 BACKBONE ENTERTAINMENT

£8.85m USA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	SEGA MEGA DRIVE COLLECTION	SEGA	4	PSP, PS2	FEB 07	£3.49m
	2	SONIC RIVALS	SEGA	35	PSP	NOV 06	£1.90m
	3	CHARLOTTE'S WEB	SEGA	30	DS, GBA, PC	FEB 07	£1.62m
	4	SONIC RIVALS 2	SEGA	101	PSP	DEC 07	£0.56m
	5	AGE OF EMPIRES: THE AGE OF KINGS	THQ	153	DS	NOV 06	£0.49m
						TOTAL:	£8.06m (91% of total revenues)

STATISTICS

Founded: 1992

Independent (part of Foundation 9 Entertainment)

Last year's position: 55

Head count: 130

Revenue per capita: £68,076

CONTACTS

Address: 1375 55th St.,
Emeryville, CA 94608, USA

www.backb.com

It may have a famously prickly mascot, but Sega has been good to Backbone – games created for the publisher dominate the latter's top-seller listing for 2007.

Not recorded, however, are Backbone's efforts over the past 12 months on Xbox Live Arcade. The company claims to have made more games for Microsoft's sub-platform than any other developer. It won six out of the ten categories in the inaugural Xbox Live Arcade awards given by Microsoft at the Game Developers Conference, including Best Overall Arcade Game for *Bomberman Live* (published by Hudson Entertainment).

A key constituent of Foundation 9's portfolio of game developers, Backbone employs some 130 staff across studios in California and Vancouver. Current projects include two games for Eidos: *Monster Lab* on Wii and DS, and a return to its first creation in the shape of a Wii version of *Death Jr.: Root of Evil*.

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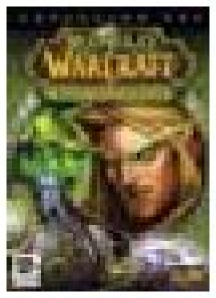
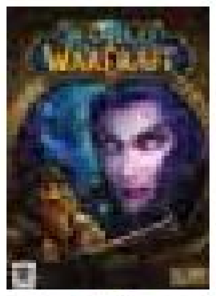
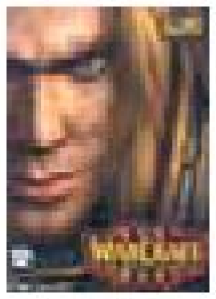
47 BLIZZARD ENTERTAINMENT

£8.64m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	**1** WORLD OF WARCRAFT: THE BURNING CRUSADE	VIVENDI GAMES	1	PC	JAN 07	£5.88m
	**2** WORLD OF WARCRAFT	VIVENDI GAMES	2	PC	FEB 05	£1.77m
	3 WORLD OF WARCRAFT: BATTLE CHEST	VIVENDI GAMES	202	PC	OCT 07	£0.38m
	**4** WARCRAFT III: REIGN OF CHAOS	VIVENDI GAMES	4	PC	JUL 02	£0.23m
	5 WARCRAFT III: FROZEN THRONE	VIVENDI GAMES	13	PC	JUL 03	£0.17m
					TOTAL:	£8.42m (97% of total revenues)

STATISTICS

Founded: 1994
Owned by: Vivendi Games
Last year's position: 66
Head count: Undisclosed

CONTACTS

Address: P.O. Box 18979, Irvine,
CA 92623, USA

www.blizzard.co.uk

No chart is perfect, but while we're confident that, say, Xbox Live Arcade sales wouldn't affect the *Develop 100* much, a methodology based on retail sales undoubtedly underestimates Blizzard's potency.

Sure, shops enjoyed flogging *The Burning Crusade*; Blizzard says the expansion pack, which sold 2.4m copies in Europe and the US on launch day, is the fastest-selling PC game ever.

But with monthly subscription charges running from £7.69 to £8.99 in Britain, Blizzard's first cut is the cheapest. In January, *WoW* broke through 10 million subscribers worldwide, and while the definition of a subscriber varies from territory to territory, it's clear the MMO is a money-maker.

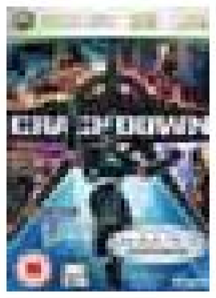
A second expansion, *Wrath of the Lich King*, is due in 2008. *StarCraft II* is eagerly awaited, particularly in Korea, and a new MMO reputedly underway. Blizzard employs around 2,700 people, mostly in support.

REALTIME WORLDS

48

£8.1m

UK



TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1 **CRACKDOWN**	MICROSOFT	2	XB360	FEB 07	£8.1m

STATISTICS

Founded: 2002

Independent

Head count: 246

Revenue per capita: £32,926

CONTACTS

Address: 152 West Marketgait,
Dundee, DD1 1NJ, Scotland, UK

www.realtimeworlds.com

TOTAL: £8.1m (100% of total revenues)

2007 was the year Realtime Worlds finally answered what feels like a decade of hype.

Its genre-rattling Xbox 360 debut, *Crackdown*, won the studio a clutch of BAFTA and *Develop* Awards from many more nominations, and shifted 1.5 million copies across the world. As a result, expectations have only grown for its ongoing work-in-progress, the much discussed and mutated *APB*. Now positioned as a team-based multiplayer online game, long-time watchers of CEO David Jones are expecting something innovative, even revolutionary; the *Lemmings* and *GTA* creator has already confirmed players will be able to assemble bespoke soundtracks using Last.fm. But Britsoft creativity writ large requires serious resources. Having secured $31m in VC investment in December 2006, Realtime moved its 200 staff to 30,000 square feet of custom-fitted Dundee development space in early '07. It has 40 more staff in Korea, and six in the US.

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CRACKDOWN · USE OF AUDIO
BRITISH ACADEMY VIDEO GAMES AWARDS
CRACKDOWN · ACTION & ADVENTURE
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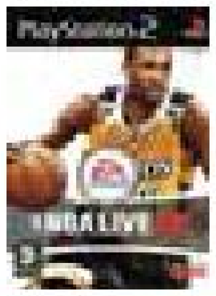
49 HB STUDIOS

£7.91m

CANADA

		TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1	**RUGBY 08**	ELECTRONIC ARTS	22	PS2, PC	JUL 07	£3.20m
	2	**UEFA CHAMPIONS LEAGUE 2006-2007**	ELECTRONIC ARTS	7	PS2, PSP, PC	MAR 07	£2.47m
	3	**CRICKET 07**	ELECTRONIC ARTS	33	PS2, PC	NOV 06	£1.35m
	4	**FIFA STREET 2**	ELECTRONIC ARTS	1	PSP	MAR 06	£0.36m
	5	**NBA LIVE 08**	ELECTRONIC ARTS	105	PS2, PC	OCT 07	£0.19m
						TOTAL:	£7.58m (96% of total revenues)

STATISTICS

Founded: 2000

Independent

Last year's position: 26

Head count: 120

Revenue per capita: £65,916

CONTACTS

Address: The Hive, Box 725,
Lunenburg, Nova Scotia, B0J
2C0, Canada

www.hb-studios.com

With PS2 and PC versions of basketball and hockey on its roster, Nova Scotia's HB Studios is undoubtedly a bigger fish across the pond. However the more Brit-friendly (and surprisingly not-so-niche saleswise) *Rugby 08* together with *UEFA Champions League 2006/2007* was enough to see the studio enter our top 50.

Going forward, HB has just finished *UEFA Euro 2008*, which we'll patriotically pass over in favour of the equally freshly minted *Big Beach Sports* on Wii for THQ. PS2, PSP and Wii versions of *NBA Live 09* and PC and PS2 versions of *NHL 09* are in development for EA Sports (along with an unannounced Wii title), and there's also a DS/Wii non-sports game in production for Konami.

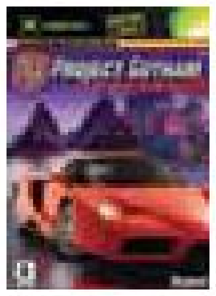
Given all this activity, it's no surprise January saw HB open its second studio, located in Halifax, Nova Scotia, taking its total headcount to 120.

BIZARRE CREATIONS

50

£7.43m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
	1 **PROJECT GOTHAM RACING 4**	MICROSOFT	2	XB360	OCT 07	£5.82m
	2 **PROJECT GOTHAM RACING 3**	MICROSOFT	9	XB360	DEC 05	£1.54m
	3 **PROJECT GOTHAM RACING 2**	MICROSOFT	17	XB	DEC 03	£0.06m

TOTAL: £7.43m (100% of total revenues)

STATISTICS

Founded: 1994

Owned by: Activision Blizzard

Last year's position: 32

Head count: 165

Revenue per capita: £45,030

CONTACTS

Address: 1 Abbots Quay, Monks Ferry, Berkenhead, CH41 5LH, UK

www.bizarrecreations.com

Disregard its 2003 Disney project *Treasure Planet* and Bizarre Creations' listing proceeds with the order of a Schumacher era Grand Prix. But while the establishment of *Project Gotham Racing* as a blockbuster brand brought Bizarre its fame, the Liverpudlian studio has quite a history of unexpected *Treasure Planet*-esque diversions. (It gave us *Geometry Wars*, remember.)

And just as well. 2007 saw Activision acquire Bizarre Creations, and *PGR4* is the last Gotham game the studio will develop for brand owner Microsoft. Activision Blizzard, the studio's new parent, will have any number of properties Bizarre's 160-plus staff might enjoy – it suggested two projects would commence at acquisition time – with a *James Bond* game topping the rumour stakes. Activision's first Bizarre title isn't expected until 2009, but 2008's takings will include the just-released shooter *The Club*, developed for Sega.

51 RELENTLESS SOFTWARE

£7.24m **UK**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BUZZ! THE MEGA QUIZ	SCEE	6	PS2	APR 07	£2.50m
2	BUZZ! THE BIG QUIZ	SCEE	3	PS2	MAR 06	£1.77m
3	BUZZ! THE HOLLYWOOD QUIZ	SCEE	51	PS2	OCT 07	£1.68m
4	BUZZ! THE MUSIC QUIZ	SCEE	13	PS2	OCT 05	£1.29m

TOTAL: £7.24m (100% of total revenues)

STATISTICS

Founded: 2003
Independent
Last year's position: 20

CONTACTS

Address: One Air Street,
Brighton, BN1 3FB, UK

Web: www.relentless.com

52 BETHESDA

£7.17m **USA**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	ELDER SCROLLS IV: OBLIVION	TAKE 2/UBISOFT	1	XB360, PS3, PC	MAR 06	£5.97m
2	ELDER SCROLLS IV: SHIVERING ISLES	TAKE 2/UBISOFT	43	PC, XB360	MAR 07	£0.59m
3	ELDER SCROLLS IV: OBLIVION GOTY	UBISOFT/TAKE 2	222	PS3, XB360	OCT 07	£0.23m
4	ELDER SCR. IV KNIGHTS OF THE NINE	UBISOFT	163	PC	NOV 06	£0.21m
5	MORROWIND: GAME OF THE YEAR	UBISOFT	48	XB, PC	NOV 03	£0.16m

TOTAL: £7.16m (100% of total revenues)

STATISTICS

Founded: 1986
Owned by: ZeniMax
Last year's position: 22

CONTACTS

Address: 1370 Piccard Drive,
Suite 120, Rockville, MD 20850,
USA

Web: www.bethsoft.com

53 HELIXE £7.05m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	RATATOUILLE	THQ	4	DS	SEP 07	£3.23m
2	CARS	THQ	1	DS, GBA	JUL 06	£2.84m
3	INCREDIBLES: RISE OF UNDERMINER	THQ	25	DS, GBA	NOV 04	£0.94m
4	THE INCREDIBLES	THQ	3	GBA	NOV 04	£0.03m
5	TAK AND THE POWER OF JUJU	THQ	63	GBA	MAR 04	£0.01m
					TOTAL:	£7.05m (100% of total revenues)

STATISTICS

Founded: 1989
Owned by: THQ
Last year's position: 47

CONTACTS

Address: 131 Middlesex Turnpike,
Burlington, MA 01803, USA

Web: www.helixe.com

54 MIDWAY STUDIOS £6.96m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	JOHN WOO PRESENTS STRANGLEHOLD	MIDWAY	2	XB360, PS3, PC	SEP 07	£3.87m
2	TOUCHMASTER	MIDWAY	29	DS	JUL 07	£1.50m
3	BLACKSITE	MIDWAY	80	XB360, PC	NOV 07	£1.15m
4	MORTAL KOMBAT: ARMAGEDDON	MIDWAY	27	PS2	OCT 06	£0.23m
5	RISE & FALL: CIVILIZATIONS AT WAR	MIDWAY	8	PC	JUN 06	£0.11m
					TOTAL:	£6.86m (99% of total revenues)

STATISTICS

Founded: 1974
Owned by: Midway (incorporates Chicago & San Diego studios)
Last year's position: 86

CONTACTS

Address: 2704 West Roscoe
Street, Chicago, IL 60618, USA
Web: www.midway.com

55 JUICE GAMES £6.87m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	JUICED 2: HOT IMPORT NIGHTS	THQ	3	XB360, PS2, PS3, PSP, DS, PC	SEP 07	£5.90m
2	JUICED: ELIMINATOR	THQ	38	PSP	JUL 06	£0.74m
3	JUICED	THQ	1	PS2, PC, XB	JUN 05	£0.23m
					TOTAL:	£6.87m (100% of total revenues)

STATISTICS

Founded: 2003
Owned by: THQ
Last year's position: 100

CONTACTS

Address: Unit 2, Mandarin Court,
Centre Park, Warrington, Cheshire
WA1 1GG, UK
Web: www.juicegames.com

56 SUMO DIGITAL £6.76m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	VIRTUA TENNIS 3	SEGA	4	XB360, PSP, PC	APR 07	£3.93m
2	DRIVER 76	UBISOFT	84	PSP	MAY 07	£0.93m
3	OUTRUN 2006: COAST 2 COAST	SEGA	18	PS2, PSP, PC, XB	MAR 06	£0.68m
4	TOCA RACE DRIVER 3	CODEMASTERS	2	PSP	FEB 07	£0.66m
5	VIRTUA TENNIS: WORLD TOUR	SEGA	4	PSP	SEP 05	£0.28m
					TOTAL:	£6.48m (96% of total revenues)

STATISTICS

Founded: 2002

Independent (part of Foundation 9 Entertainment)

Last year's position: 52

CONTACTS

Address: 32 Jessops Riverside,
800 Brightside Lane, Sheffield,
S9 2RX, UK

Web: www.sumo-digital.com

57 HARMONIX £6.48m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GUITAR HERO II	ACTIVISION	5	XB360, PS2	NOV 06	£5.18m
2	GUITAR HERO: ROCKS THE 80S	ACTIVISION	51	PS2	JUL 07	£0.81m
3	GUITAR HERO	ACTIVISION	28	PS2	APR 06	£0.48m
					TOTAL:	£6.48m (100% of total revenues)

STATISTICS

Founded: 1995

Owned by: MTV

Last year's position: 59

CONTACTS

Address: 625 Massachusetts
Avenue, 2nd Floor, Cambridge,
MA 02139, USA

Web: www.harmonixmusic.com

58 VALVE £6.36m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE ORANGE BOX	ELECTRONIC ARTS	3	XB360, PC	OCT 07	£5.27m
2	COUNTER-STRIKE: SOURCE	ELECTRONIC ARTS	196	PC	OCT 05	£0.37m
3	HALF-LIFE 2: GAME OF THE YEAR ED.	ELECTRONIC ARTS	139	PC	SEP 05	£0.27m
4	HALF-LIFE 2: HOLIDAY '06 COLLECTION	ELECTRONIC ARTS	342	PC	NOV 06	£0.17m
5	HALF-LIFE 2	VIVENDI GAMES/EA	3	PC, XB	NOV 04	£0.12m
					TOTAL:	£6.19m (97% of total revenues)

STATISTICS

Founded: 1996

Independent

Last year's position: 82

CONTACTS

Address: 10500 NE 8th Street, Suite
1000, Bellevue, MA 98009, USA

Web: www.valvesoftware.com

59 BIOWARE £6.13m CANADA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MASS EFFECT	MICROSOFT	12	XB360	NOV 07	£5.67m
2	JADE EMPIRE: SPECIAL EDITION	TAKE 2	120	PC	MAR 07	£0.18m
3	BALDUR'S GATE COMPILATION	ATARI	197	PC	JUN 06	£0.08m
4	NEVERWINTER NIGHTS	ATARI/DESTINEER	3	PC, MAC	JUN 02	£0.04m
5	WORLD OF NEVERWINTER NIGHTS	ATARI	1002	PC	MAY 07	£0.04m

TOTAL: £6.02m (98% of total revenues)

STATISTICS

Founded: 1995
Owned by: Electronic Arts

CONTACTS

Address: 200, 4445 Calgary Trail,
Edmonton, Alberta, T6H 5R7, Canada

Web: www.bioware.com

60 EA CHICAGO £5.88m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FIGHT NIGHT ROUND 3	ELECTRONIC ARTS	2	XB360, PS2, PSP, XB	MAR 06	£3.23m
2	DEF JAM: ICON	ELECTRONIC ARTS	12	XB360, PS3	MAR 07	£2.63m
3	FIGHT NIGHT ROUND 2	ELECTRONIC ARTS	11	PS2, XB, GC	MAR 05	£0.02m

TOTAL: £5.88m (100% of total revenues)

STATISTICS

Founded: 1990 (as NuFX)
Owned by: Electronic Arts (studio closed in November 2007)
Last year's position: 34

61 DIGITAL TAINMENT POOL £5.67m GERMANY

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	PAWLY PETS: MY PET HOTEL	UBISOFT	51	DS	FEB 07	£2.73m
2	PAWLY PETS: MY VET PRACTICE	UBISOFT	47	DS	FEB 07	£2.66m
3	PIPPA FUNNELL: STABLE ADVENTURE	UBISOFT	241	GBA	SEP 05	£0.11m
4	PIPPA FUNNELL	UBISOFT	473	GBA	OCT 06	£0.07m
5	CRAZY FROG RACER	UBISOFT	18	GBA	DEC 05	£0.05m

TOTAL: £5.62m (99% of total revenues)

STATISTICS

Founded: 2002
Independent

CONTACTS

Address: Goldbekplatz 3-5,
22303 Hamburg, Germany

Web: www.dtp-ag.com

62 STUDIO LIVERPOOL

£5.65m **UK**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FORMULA 1: CHAMPIONSHIP EDITION	SCEE	7	PS3	MAR 07	£4.67m
2	FORMULA 1 06	SCEE	10	PSP, PS2	JUL 06	£0.68m
3	WIPEOUT PULSE	SCEE	238	PSP	DEC 07	£0.15m
4	WIPEOUT PURE	SCEE	3	PSP	SEP 05	£0.12m
5	FORMULA 1 05	SCEE	16	PS2	JUN 05	£0.01m

TOTAL: £5.63m (99% of total revenues)

STATISTICS

Founded: 1992
Owned by: Sony Computer Entertainment
Last year's position: 84

CONTACTS

Address: Napier Court, Stephenson Way, Wavertree Technology Park, Liverpool, L13 1HD, UK
Web: www.development.scee.net

63 ALTRON

£5.63m **JAPAN**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	ZOO TYCOON DS	THQ	24	DS	NOV 05	£4.07m
2	MEET THE ROBINSONS	DISNEY	54	DS	MAR 07	£0.50m
3	DISNEY'S ENCHANTED	DISNEY	127	DS	NOV 07	£0.46m
4	BRATZ: ROCK ANGELZ	THQ	1	GBA	OCT 05	£0.16m
5	ALEX RIDER: STORMBREAKER	THQ	49	DS	JUL 06	£0.13m

TOTAL: £5.32m (94% of total revenues)

STATISTICS

Founded: 1983
Independent
Last year's position: 75

CONTACTS

Address: 4F TKB Goten-yama Building, 5-9-41 Kita-shinagawa, Shinagawa-ku, Tokyo, Japan 141-0001
Web: www.altron.co.jp

64 MTO

£5.63m **JAPAN**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	DOGZ 2006	UBISOFT	55	DS, PC	DEC 06	£1.96m
2	GT PRO SERIES	UBISOFT	35	WII	DEC 06	£1.26m
3	DOGZ 2	UBISOFT	56	DS	OCT 07	£1.07m
4	IMAGINE: HAPPY COOKING	UBISOFT	63	DS	SEP 07	£0.58m
5	DOGZ	UBISOFT	41	GBA	DEC 05	£0.28m

TOTAL: £5.16m (92% of total revenues)

STATISTICS

Founded: 1996
Independent
Last year's position: 61

CONTACTS

Address: Hisoudai 16 Building, 3-8-8 Shin-yokohama, Kohoku-ku, Yokohama-shi, Kanagawa-ken, Japan 222-0033
Web: www.mto-power.com

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ELECTRO WORLD

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Publishme@DSGiGaming.com

Concepts and enquiries in the first instance to be emailed to this address,and we'll get right back to you.

26 countries in total via Pureplay Online retailer Pixmania

65 RARE £5.36m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**VIVA PIÑATA**	MICROSOFT	29	XB360, PC	NOV 06	£2.94m
2	**DIDDY KONG RACING DS**	NINTENDO	13	DS	APR 07	£1.78m
3	**PERFECT DARK ZERO**	MICROSOFT	12	XB360	DEC 05	£0.35m
4	**KAMEO: ELEMENTS OF POWER**	MICROSOFT	46	XB360	DEC 05	£0.26m
5	**BANJO: PILOT**	THQ	117	GBA	FEB 05	£0.01m
					TOTAL:	£5.34m (99% of total revenues)

STATISTICS

Founded: 1985
Owned by: Microsoft
Last year's position: 46

CONTACTS

Address: Manor Farmhouse, Church Street, Twycross, Warcs, CV9 3PJ, UK
Web: www.rareware.com

66 CLIMAX £5.33m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**WWTBAM: PARTY EDITION**	EIDOS	14	PS2, PSP, PC	NOV 06	£1.34m
2	**MOTO GP 07**	THQ	33	XB360, PC	AUG 07	£1.05m
3	**GHOST RIDER**	TAKE 2	23	PS2, PSP	FEB 07	£1.03m
4	**MOTO GP 06**	THQ	4	XB360	JUN 06	£0.68m
5	**SILENT HILL ORIGINS**	KONAMI	127	PSP	NOV 07	£0.37m
					TOTAL:	£4.47m (84% of total revenues)

STATISTICS

Founded: 1988
Independent
Last year's position: 30

CONTACTS

Address: 7-10 Somerville Office, North Promenade Building, Gunhawf Quays, Portsmouth, PO1 3TT, UK
Web: www.climaxgroup.com

67 CRITERION GAMES £5.22m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	**BURNOUT DOMINATOR**	ELECTRONIC ARTS	32	PS2, PSP	MAR 07	£2.25m
2	**BURNOUT REVENGE**	ELECTRONIC ARTS	1	XB360, PS2, XB	MAR 06	£0.88m
3	**THE ORANGE BOX**	ELECTRONIC ARTS	3	PS3	DEC 07	£0.82m
4	**BLACK**	ELECTRONIC ARTS	1	PS2, XB	FEB 06	£0.71m
5	**BURNOUT LEGENDS**	ELECTRONIC ARTS	2	PSP	SEP 05	£0.41m
					TOTAL:	£5.07m (97% of total revenues)

STATISTICS

Owned by: Electronic Arts
Founded: 1993

CONTACTS

Address: Onslow House, Onslow Street, Guildford, GU1 4TN, UK

Web: www.criteriongames.com

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info@codemonkeys.com www.codemonkeys.com +44 (0)1924 454511

68 BARKING LIZARDS £4.80m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BRATZ: FOREVER DIAMONDZ	THQ	9	DS, GBA	NOV 06	£3.84m
2	BRATZ: 4 REAL	THQ	76	DS, PC	NOV 07	£0.85m
3	BRATZ: BABYZ	THQ	409	GBA	NOV 06	£0.10m
4	MARVEL ULTIMATE ALLIANCE	ACTIVISION	24	GBA	NOV 06	£0.01m

TOTAL: £4.80m (100% of total revenues)

STATISTICS

Founded: 2001
Independent
Last year's position: 71

CONTACTS

Address: 1751 International Pkwy. Suite 115, Richardson, TX, 75081, USA
Web: www.barkinglizards.com

69 NAUGHTY DOG £4.79m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	UNCHARTED: DRAKE'S FORTUNE	SCEE	22	PS3	DEC 07	£4.66m
2	JAK X	SCEE	106	PS2	OCT 05	£0.08m
3	JAK 3	SCEE	36	PS2	NOV 04	£0.05m
4	JAK AND DAXTER	SCEE	9	PS2	DEC 01	£0.01m

TOTAL: £4.79m (100% of total revenues)

STATISTICS

Founded: 1994
Owned by: Sony Computer Entertainment

CONTACTS

Address: 1601 Cloverfield Blvd., Suite 6000 North, Santa Monica, CA 90404, USA
Web: www.naughtydog.com

70 AGENDA £4.75m JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	42 ALL-TIME CLASSICS	NINTENDO	17	DS	SEP 06	£4.75m

TOTAL: £4.75m (100% of total revenues)

STATISTICS

Founded: 1990
Independent

CONTACTS

Address: Kitano Building, Kita 7 Kudari-nishi 6 chome 2-34, Kita-ku, Sapporo, Japan 060-8737
Web: www.agenda-game.com

71 STARBREEZE £4.73m SWEDEN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE DARKNESS	TAKE 2	2	XB360, PS3	JUN 07	£4.71m
2	CHRONICLES OF RIDDICK: BUTCHER BAY	VIVENDI GAMES	5	XB, PC	AUG 04	£0.01m
3	KNIGHTS OF THE TEMPLE	TDK	335	PS2, XB, GC, PC	APR 04	£0.01m

STATISTICS

Founded: 1998
Independent

CONTACTS

Address: Sysslomansgatan 7, 753
11 Uppsala, Sweden

Web: www.starbreeze.com

TOTAL: £4.73m (100% of total revenues)

72 CREATIVE ASSEMBLY £4.68m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	MEDIEVAL II: TOTAL WAR	SEGA	9	PC	NOV 06	£1.95m
2	MEDIEVAL II: TOTAL WAR - KINGDOMS	SEGA	16	PC	AUG 07	£0.75m
3	ROME: TOTAL WAR	ACTIVISION	6	PC	OCT 04	£0.54m
4	ROME: TOTAL WAR ANTHOLOGY	SEGA	176	PC	MAR 07	£0.39m
5	MEDIEVAL: TOTAL WAR - GOLD EDITION	SEGA	126	PC	MAR 06	£0.26m

STATISTICS

Founded: 1987
Owned by: Sega
Last year's position: 37

CONTACTS

Address: Spire Court, Albion Way,
Horsham, West Sussex,
RH12 1FB, UK
Web: www.creative-assembly.co.uk

TOTAL: £3.90m (83% of total revenues)

73 SHINY ENTERTAINMENT £4.61m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THE GOLDEN COMPASS	SEGA	10	WII, PS2, PSP, PS3, XB360, PC	NOV 07	£4.30m
2	THE MATRIX: PATH OF NEO	ATARI	6	PS2, XB, PC	NOV 05	£0.31m
3	ENTER THE MATRIX	ATARI	1	PS2, XB, PC, GC	MAY 03	£0.01m

STATISTICS

Founded: 1993
Independent (part of Foundation 9 Entertainment)

CONTACTS

Address: 17600 Gillette Ave,
Suite 100, Irvine, CA 92614, USA

Web: www.shiny.com

TOTAL: £4.61m (100% of total revenues)

74 ASOBO STUDIO

£4.60m **FRANCE**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	RATATOUILLE	THQ	4	WII, PS2, PC	SEP 07	£4.41m
2	GARFIELD 2	GAME FACTORY	40	PS2, PC	OCT 06	£0.18m
3	CT SPECIAL FORCES: FIRE FOR EFFECT	HIP INTERACTIVE	89	XB, PS2, PC	MAR 05	£0.01m

TOTAL: £4.60m (100% of total revenues)

STATISTICS

Founded: 2002
Independent

CONTACTS

Address: 23 Parvis des Chartrons,
33074 Bordeaux Cedex, France

Web: www.asobostudio.com

75 EA MONTREAL

£4.56m **CANADA**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BOOGIE	ELECTRONIC ARTS	13	WII, DS, PS2	AUG 07	£3.22m
2	SSX BLUR	ELECTRONIC ARTS	28	WII	MAR 07	£1.13m
3	SSX ON TOUR	ELECTRONIC ARTS	15	PSP	MAR 05	£0.20m

TOTAL: £4.56m (100% of total revenues)

STATISTICS

Founded: 2004
Owned by: EA

CONTACTS

Address: Suite 12350 - 3, Place Ville Marie, Montreal, QC, H3B 5L6, Canada
Web: www.eamontreal.com

76 DIMPS

£4.41m **JAPAN**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SONIC RUSH	SEGA	26	DS	NOV 06	£1.93m
2	CRASH BOOM BANG!	VIVENDI GAMES	83	DS	OCT 06	£1.19m
3	SONIC RUSH ADVENTURE	SEGA	23	DS	SEP 07	£0.90m
4	DRAGON BALL Z: SHIN BUDOKAI 2	ATARI	137	PSP	JUN 07	£0.28m
5	DRAGON BALL Z: SHIN BUDOKAI	ATARI	45	PSP	MAY 06	£0.06m

TOTAL: £4.35m (99% of total revenues)

STATISTICS

Founded: 2000
Independent

CONTACTS

Address: 7F, Daiichi Kasei Senri Chuou Building, 1-1-8 Shinsenri-nishi, Toyonaka-shi, Osaka, Japan
Web: www.dimps.co.jp

77 EXIENT £4.39m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FIFA 08	ELECTRONIC ARTS	1	DS	SEP 07	£1.41m
2	FIFA 07	ELECTRONIC ARTS	1	DS, GBA	SEP 06	£1.04m
3	NEED FOR SPEED: CARBON	ELECTRONIC ARTS	1	DS	NOV 06	£0.77m
4	TIGER WOODS PGA TOUR 08	ELECTRONIC ARTS	1	DS	AUG 07	£0.37m
5	NEED FOR SPEED: PRO STREET	ELECTRONIC ARTS	1	DS	NOV 07	£0.35m
					TOTAL:	£3.95m (90% of total revenues)

STATISTICS

Founded: 2001
Independent
Last year's position: 50

CONTACTS

Address: 2-3 Cambridge Terrace,
Oxford, OX1 1RR, UK

Web: www.exient.com

78 7 STUDIOS £4.38m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	FANTASTIC 4: RISE OF SILVER SURFER	TAKE 2	2	PS2, WII, DS	JUN 07	£2.12m
2	POTC: JACK SPARROW	UBISOFT	4	PS2, PC	JUL 06	£1.40m
3	SHREK THE THIRD	ACTIVISION	3	XB360, PC	JUN 07	£0.55m
4	THE SOPRANOS: ROAD TO RESPECT	THQ	128	PS2	NOV 06	£0.24m
5	FANTASTIC 4	ACTIVISION	3	PS2, XB, GC	JUL 05	£0.07m
					TOTAL:	£4.39m (100% of total revenues)

STATISTICS

Founded: 1999
Independent
Last year's position: 59

CONTACTS

Address: 3415 Sepulveda Blvd,
Suite 1000 Los Angeles, CA
90034, USA
Web: www.sevenstudios.com

79 TEAM 17 £4.19m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	WORMS: OPEN WARFARE	THQ	13	DS, PSP	MAR 06	£2.05m
2	WORMS: OPEN WARFARE 2	THQ	11	PSP, DS	AUG 07	£1.14m
3	LEMMINGS	SCEE	12	PSP	MAR 06	£0.30m
4	LEMMINGS	SCEE	66	PS2	OCT 06	£0.20m
5	WORMS 2 & WORMS ARMAGEDDON	ATARI	89	PC	NOV 05	£0.19m
					TOTAL:	£3.87m (93% of total revenues)

STATISTICS

Founded: 1990
Independent
Last year's position: 31

CONTACTS

Address: Longlands House,
Wakefield Road, Ossett, West
Yorkshire, WF5 9JS, UK
Web: www.team17.com

80 LEXIS NUMERIQUE

£4.01m

FRANCE

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	PIPPA FUNNELL DS	UBISOFT	48	DS	OCT 06	£2.37m
2	PIPPA FUNNELL 2: FARM ADVENTURES	UBISOFT	78	DS	OCT 07	£1.20m
3	PIPPA FUNNELL: THE STUD FARM	UBISOFT	68	PC	MAR 05	£0.13m
4	PIPPA FUNNELL: GOLDEN STIRRUP	UBISOFT	371	PC	FEB 07	£0.12m
5	PIPPA FUNNELL: TAKE THE REINS	UBISOFT	83	PC	APR 06	£0.11m

TOTAL: £3.92m (98% of total revenues)

STATISTICS

Founded: 1990

Independent

CONTACTS

Address: 7 rue Albert Einstein,
77420 Champs sur Marne, France

Web: www.lexis-games.com

81 BUDCAT CREATIONS

£3.84m

USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GUITAR HERO III: LEGENDS OF ROCK	ACTIVISION	9	PS2	NOV 07	£2.25m
2	MEDAL OF HONOR: VANGUARD	ELECTRONIC ARTS	4	WII	MAR 07	£1.47m
3	THE NEW YORK TIMES CROSSWORDS	EIDOS	581	DS	SEP 07	£0.05m
4	NACHO LIBRE	EIDOS	670	DS	JUN 07	£0.04m
5	PSYCHONAUTS	THQ	79	PS2	FEB 06	£0.02m

TOTAL: £3.82m (100% of total revenues)

STATISTICS

Founded: 2000

Independent

CONTACTS

Address: 332 S. Linn Street, Suite
300, Iowa City, IA 52240, USA

Web: www.budcat.com

82 FRONTIER DEVELOPMENTS

£3.80m

UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	THRILLVILLE: OFF THE RAILS	LUCASARTS	28	PS2, WII, XB360, PSP, PC	OCT 07	£2.02m
2	THRILLVILLE	ATARI	117	PS2, PSP	NOV 05	£0.65m
3	DOG'S LIFE	SCEE	76	PS2	NOV 03	£0.31m
4	ROLLERCOASTER TYCOON 3	ATARI/ASPYR	26	PC, MAC	NOV 04	£0.29m
5	ROLLERCOASTER TYCOON 3: DELUXE	ATARI	303	PC	SEP 07	£0.27m

TOTAL: £3.53m (93% of total revenues)

STATISTICS

Founded: 1994

Independent

Last year's position: 83

CONTACTS

Address: 306 Cambridge Science
Park, Milton Road,
Cambridgeshire, CB4 0WG, UK

Web: www.frontier.co.uk

83 BLADE INTERACTIVE STUDIOS £3.75m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	WORLD SNOOKER CHAMPIONSHIP 2007	SEGA	6	XB360, PS2, PSP, PS3	JAN 07	£3.43m
2	WORLD SNOOKER CHAMP. 2007-08	KOCH MEDIA	314	DS	OCT 07	£0.11m
3	THE HUSTLE: DETROIT STREETS	KOCH MEDIA	403	PSP	MAR 07	£0.08m
4	WORLD SNOOKER CHALLENGE 2005	SEGA	22	PSP	AUG 05	£0.07m
5	WORLD SNOOKER CHAMPIONSHIP 2005	SEGA	5	XB, PS2, PC	APR 05	£0.04m

TOTAL: £3.73m (100% of total revenues)

STATISTICS

Founded: 1999
Independent

CONTACTS

Address: Suite 343, 111 Piccadilly, Manchester, M1 2HX, UK

Web: www.bladeinteractive.com

84 MAGENTA £3.69m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BUZZ! JUNIOR: JUNGLE PARTY	SCEE	21	PS2	OCT 06	£2.61m
2	BUZZ! JUNIOR: ROBOJAM	SCEE	58	PS2	MAY 07	£0.70m
3	BUZZ! JUNIOR: MONSTER RUMBLE	SCEE	78	PS2	NOV 07	£0.34m
4	STUART LITTLE 3: BIG PHOTO ADV.	SCEE	156	PS2	OCT 05	£0.04m

TOTAL: £3.69m (100% of total revenues)

STATISTICS

Founded: 1994
Independent
Last year's position: 68

CONTACTS

Address: Unit 34, The Colonnades, Albert Dock, Liverpool, L3 4AA, UK
Web: www.magentasoftware.com

85 VISUAL IMPACT £3.65m BELGIUM

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	HARRY POTTER ORDER OF THE PHOENIX	ELECTRONIC ARTS	1	DS, GBA	JUN 07	£2.06m
2	IMAGINE: BABIES	UBISOFT	56	DS	NOV 07	£1.22m
3	BURNOUT LEGENDS	ELECTRONIC ARTS	2	DS	DEC 05	£0.24m
4	MOTO GP	THQ	3	GBA	MAR 02	£0.10m
5	SCRABBLE SCRAMBLE	ZOO DIGITAL	710	GBA	NOV 06	£0.03m

TOTAL: £3.65m (100% of total revenues)

STATISTICS

Founded: 1994
Independent

CONTACTS

Address: Zijpstraat 108, 9308 Hofstade (Aalst), Belgium

Web: www.viprod.com

86 UBISOFT (ROMANIA)

£3.58m **ROMANIA**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BLAZING ANGELS: SQUADRONS OF WWII	UBISOFT	12	WII, PS3, XB360, PC, XB	MAR 06	£2.11m
2	BLAZING ANGELS 2: SECRET MISSIONS	UBISOFT	98	XB360, PS3, PC	SEP 07	£0.71m
3	SILENT HUNT. 4: WOLVES OF THE PACIFIC	UBISOFT	58	PC	MAR 07	£0.40m
4	SILENT HUNTER III	UBISOFT	29	PC	MAR 05	£0.25m
5	CHESSMASTER 10TH EDITION	UBISOFT	381	PC	SEP 04	£0.08m

TOTAL: £3.54m (99% of total revenues)

STATISTICS

Founded: 1992
Owned by: Ubisoft
Last year's position: 99

CONTACTS

Address: 2, Expozitiei Blvd,
Sector 1, 012103 Bucharest

Web: www.ubisoft.com

87 PARADIGM ENTERTAINMENT

£3.52m **USA**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	STUNTMAN: IGNITION	THQ	6	XB360, PS3, PS2	AUG 07	£3.42m
2	BATTLEZONE	ATARI	752	PSP	FEB 07	£0.09m
3	MISSION: IMPOSSIBLE - OP. SURMA	ATARI	53	PS2, XB, GC	DEC 03	£0.01m
4	TERMINATOR 3: THE REDEMPTION	ATARI	19	PS2, XB, GC	OCT 04	£0.01m

TOTAL: £3.52m (100% of total revenues)

STATISTICS

Founded: 1991
Owned by: THQ

CONTACTS

Address: 1501 LBJ Freeway, Suite
300, Farmers Branch, TX 75234,
USA
Web: www.pe-i.com

88 HAL LABORATORY

£3.35m **JAPAN**

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	POKEMON RANGER	NINTENDO	1	DS	APR 07	£3.32m
2	SUPER SMASH BROS: MELEE	NINTENDO	3	GC	MAY 02	£0.02m

TOTAL: £3.35m (100% of total revenues)

STATISTICS

Founded: 1980
Independent

CONTACTS

Address: 1-22, Kandasuda-cho,
Chiyoda-ku, Tokyo 101-0041,
Japan
Web: www.hallab.co.jp

89 RELIC £3.12m CANADA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	COMPANY OF HEROES	THQ	7	PC	SEP 06	£0.70m
2	WARHAMMER 40K: DOW ANTHOLOGY	THQ	118	PC	NOV 06	£0.67m
3	COMP. OF HEROES: OPPOSING FRONTS	THQ	34	PC	SEP 07	£0.57m
4	WARHMR. 40K: DOW DARK CRUSADE	THQ	9	PC	SEP 05	£0.50m
5	THE OUTFIT	THQ	13	XB360	MAR 06	£0.20m
					TOTAL:	£2.64m (84% of total revenues)

STATISTICS

Founded: 1997
Owned by: THQ
Last year's position: 44

CONTACTS

Address: 1500 - 550 Burrard Street, Vancouver, BC, V6C 2C1 Canada
Web: www.relic.com

90 SAVAGE ENTERTAINMENT £3.11m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	TRANSFORMERS: THE GAME	ACTIVISION	1	PSP	JUL 07	£1.76m
2	STAR WARS: BATTLEFRONT II	LUCASARTS	1	PSP	NOV 05	£0.89m
3	SCOOBY-DOO! WHO'S WATCHING WHO?	THQ	62	PSP	NOV 06	£0.45m
4	HE-MAN: DEFENDER OF GRAYSKULL	MIDAS INTERACTIVE	38	PS2	FEB 05	£0.01m
					TOTAL:	£3.11m (100% of total revenues)

STATISTICS

Founded: 1998
Independent
Last year's position: 97

CONTACTS

Address: 12910 Culver Blvd, Suite I, LA, California, 90066, USA

Web: www.savageentertainment.com

91 KUJU ENTERTAINMENT £3.01m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	BUZZ! THE SPORTS QUIZ	SCEE	31	PS2	NOV 06	£0.85m
2	RAIL SIMULATOR	ELECTRONIC ARTS	70	PC	OCT 07	£0.28m
3	M.A.C.H. MODIFIED AIR COMBAT HEROES	VIVENDI GAMES	117	PSP	MAR 07	£0.26m
4	PILOT ACADEMY	CODEMASTERS	123	PSP	OCT 06	£0.19m
5	EYE TOY: PLAY SPORTS	SCEE	83	PS2	NOV 06	£0.18m
					TOTAL:	£1.76m (59% of total revenues)

STATISTICS

Founded: 1998
Independent
Last year's position: 45

CONTACTS

Address: Crossweys, 28-30 High Street, Guildford, Surrey, GU1 3EL, United Kingdom
Web: www.kuju.com

92 ATLUS SOFTWARE £2.94m JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	TRAUMA CENTER: SECOND OPINION	NINTENDO	11	WII	AUG 07	£2.38m
2	TRAUMA CENTER: UNDER THE KNIFE	NINTENDO	36	DS	APR 06	£0.37m
3	SMT: DIGITAL DEVIL SAGA 2	GHOSTLIGHT	284	PS2	MAR 07	£0.09m
4	SMT: DEVIL SUMMONER	KOEI	506	PS2	APR 07	£0.04m
5	SNOWBOARD KIDS	RISING STAR GAMES	874	DS	APR 06	£0.03m

TOTAL: £2.91m (99% of total revenues)

STATISTICS

Founded: 1986
Independent

CONTACTS

Address: Kagurasaka Plaza Building, Kagurasaka, Shinjuku-ku, Tokyo 162-0814, Japan
Web: www.atlus.com

93 SCEA SANTA MONICA £2.91m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	GOD OF WAR II	SCEE	1	PS2	APR 07	£2.76m
2	GOD OF WAR	SCEE	5	PS2	JUL 05	£0.15m

TOTAL: £2.91m (100% of total revenues)

STATISTICS

Founded: 1994
Owned by: Sony Computer Entertainment

CONTACTS

Address: 1630 Steward Street, Studio A, Santa Monica CA, 90404, USA

Web: us.playstation.com/corporate

94 NINJA THEORY £2.86m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	HEAVENLY SWORD	SCEE	7	PS3	SEP 07	£2.86m

TOTAL: £2.86m (100% of total revenues)

STATISTICS

Founded: 2004
Independent

CONTACTS

Address: First Floor, City House, 126-130 Hills Road, Cambridge, CB2 1RE, UK
Web: www.ninjatheory.com

95 RETRO STUDIOS £2.80m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	METROID PRIME 3: CORRUPTION	NINTENDO	7	WII	OCT 07	£2.78m
2	METROID PRIME 2: ECHOES	NINTENDO	33	GC	NOV 04	£0.02m

TOTAL: £2.80m (100% of total revenues)

STATISTICS

Founded: 1998
Owned by: Nintendo

CONTACTS

Address: 1835A Kramer Lane,
Suite 100, Austin, Texas 78758,
USA
Web: www.retrostudios.com

96 TANTALUS £2.79m AUSTRALIA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	PONY FRIENDS	EIDOS	18	DS	MAY 07	£2.20m
2	CARS: MATER-NATIONAL	THQ	122	DS	NOV 07	£0.32m
3	SPONGEBOB: YELLOW AVENGER	THQ	154	PSP, DS	NOV 05	£0.26m
4	BLACK MARKET BOWLING	MIDAS INTERACTIVE	777	PS2	JUN 05	£0.01m

TOTAL: £2.79m (100% of total revenues)

STATISTICS

Founded: 1994
Independent

CONTACTS

Address: Level 5, The Tea House,
28 Clarendon St, South
Melbourne, 3205 Victoria, Australia
Web: www.tantalus.com.au

97 MARVELOUS INTERACTIVE £2.78m JAPAN

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	HARVEST MOON DS	RISING STAR	4	DS	APR 07	£2.52m
2	SPACE INVADERS EVOLUTION	RISING STAR	504	PSP	NOV 06	£0.12m
3	BUBBLE BOBBLE EVOLUTION	CODEMASTERS	454	PSP	OCT 06	£0.07m
4	BUBBLE BOBBLE DOUBLE SHOT	CODEMASTERS	514	DS	MAR 07	£0.07m

TOTAL: £2.78m (100% of total revenues)

STATISTICS

Founded: 1997
Independent

CONTACTS

Address: 27F Yebisu Garden Place
Tower, 4-20-3 Ebisu,
Shibuya-ku, Tokyo,150-6027, Japan
Web: www.mmv-i.net

98 BLITZ GAMES

£2.77m UK

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SPONGEBOB SQUAREP.: KRUSTY KRAB	THQ	49	WII, PS2, GC	NOV 06	£0.91m
2	BRATZ: THE MOVIE	THQ	144	WII, PS2	SEP 07	£0.79m
3	BRATZ: FOREVER DIAMONDZ	THQ	9	PS2, GC	NOV 06	£0.62m
4	BRATZ: ROCK ANGELZ	THQ	1	PS2, GC	OCT 05	£0.22m
5	STITCH EXPERIMENT 626	SCEE	159	PS2	OCT 02	£0.07m

TOTAL: £2.61m (94% of total revenues)

STATISTICS

Founded: 1990
Independent
Last year's position: 70

CONTACTS

Address: Regent Square House,
The Parade, Leamington Spa,
Warwickshire, CV32 4NL, UK
Web: www.blitzgamesstudios.com

99 ROCKSTAR VANCOUVER

£2.73m CANADA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	CANIS CANEM EDIT	TAKE 2	5	PS2	OCT 06	£2.73m

TOTAL: £2.73m (100% of total revenues)

STATISTICS

Founded: August 2002
Owned by: Take 2
Last year's position: 39

CONTACTS

Web: www.rockstarvancouver.com

100 PLANET MOON STUDIOS

£2.71m USA

	TOP TITLES	PUBLISHER	HIGHEST UK CHART	FORMATS	UK RELEASE DATE	REVENUE
1	SMARTY PANTS	ELECTRONIC ARTS	43	WII	NOV 07	£2.31m
2	AFTER BURNER: BLACK FALCON	SEGA	237	PSP	MAR 07	£0.34m
3	INFECTED	THQ	592	PSP	SEP 06	£0.06m

TOTAL: £2.71m (100% of total revenues)

STATISTICS

Founded: 1997
Independent

CONTACTS

Address: 801 Montgomery St,
4th Floor, San Francisco, CA,
94133, USA
Web: www.planetmoon.com

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1-100

POSITION	STUDIO	REVENUES	PAGE
1	**Nintendo**	£129,830,000	12
2	**EA Canada**	£68,780,000	14
3	**Ubisoft Montreal**	£52,170,000	16
4	**Konami**	£41,670,000	18
5	**Infinity Ward**	£39,600,000	20
6	**EA Black Box**	£37,310,000	22
7	**Maxis**	£36,840,000	24
8	**Bungie**	£31,450,000	26
9	**Sega Studios Japan**	£27,700,000	28
10	**Traveller's Tales**	£27,060,000	30
11	**Ubisoft France**	£25,370,000	32
12	**Yuke's**	£24,500,000	33
13	**Amaze Entertainment**	£24,070,000	34
14	**EA LA**	£22,490,000	35
15	**Capcom**	£22,300,000	36
16	**Rebellion**	£20,130,000	38
17	**EA Redwood Shores**	£19,990,000	40
18	**Vicarious Visions**	£17,560,000	42
19	**A2M**	£17,500,000	44
20	**Hudson**	£16,220,000	47
21	**London Studio**	£16,100,000	49
22	**Treyarch**	£15,700,000	50
23	**Intelligent Systems**	£14,880,000	51
24	**EA Salt Lake**	£14,830,000	52
25	**Sonic Team**	£14,100,000	53
26	**Rockstar Leeds**	£13,750,000	55
27	**Insomniac**	£13,500,000	56
28	**Microsoft Game Studios**	£13,470,000	57
29	**Sports Interactive**	£13,280,000	60
30	**Game Freak**	£12,880,000	61
31	**Codemasters**	£11,730,000	62
32	**Namco**	£11,540,000	63
33	**Office Create**	£11,540,000	66
34	**Square Enix**	£11,470,000	67
35	**EA Bright Light**	£11,130,000	68
36	**Crystal Dynamics**	£10,880,000	69
37	**Eurocom**	£9,740,000	70
38	**Neversoft**	£9,480,000	71
39	**IO Interactive**	£9,430,000	72
40	**Radical**	£9,300,000	73
41	**Next Level Games**	£9,240,000	74
42	**2K Boston/2K Australia**	£9,170,000	75
43	**EA Tiburon**	£9,122,000	76
44	**Evolution Studios**	£9,116,000	77
45	**Epic Games**	£8,890,000	79
46	**Backbone**	£8,850,000	80
47	**Blizzard**	£8,640,000	82
48	**Realtime Worlds**	£8,100,000	83
49	**HB Studios**	£7,910,000	86
50	**Bizarre Creations**	£7,430,000	87

1-100

POSITION	STUDIO	REVENUES	PAGE
51	**Relentless Software**	£7,240,000	88
52	**Bethesda**	£7,170,000	88
53	**Helixe**	£7,050,000	89
54	**Midway**	£6,960,000	89
55	**Juice Games**	£6,870,000	89
56	**Sumo Digital**	£6,760,000	90
57	**Harmonix**	£6,480,000	90
58	**Valve**	£6,360,000	90
59	**BioWare**	£6,130,000	91
60	**EA Chicago**	£5,880,000	91
61	**Digital Tainment Pool**	£5,670,000	91
62	**Studio Liverpool**	£5,650,000	92
63	**Altron**	£5,629,000	92
64	**MTO**	£5,628,000	92
65	**Rare**	£5,360,000	95
66	**Climax**	£5,330,000	95
67	**Criterion Games**	£5,220,000	95
68	**Barking Lizards**	£4,800,000	97
69	**Naughty Dog**	£4,790,000	97
70	**Agenda**	£4,750,000	97
71	**Starbreeze**	£4,730,000	98
72	**Creative Assembly**	£4,680,000	98
73	**Shiny Entertainment**	£4,610,000	98
74	**Asobo Studio**	£4,600,000	99
75	**EA Montreal**	£4,560,000	99
76	**Dimps**	£4,410,000	99
77	**Exient**	£4,391,000	100
78	**7 Studios**	£4,387,000	100
79	**Team 17**	£4,190,000	100
80	**Lexis Numerique**	£4,010,000	101
81	**Budcat Creations**	£3,840,000	101
82	**Frontier**	£3,800,000	101
83	**Blade Interactive**	£3,750,000	102
84	**Magenta**	£3,690,000	102
85	**Visual Impact**	£3,650,000	102
86	**Ubisoft Romania**	£3,580,000	103
87	**Paradigm Entertainment**	£3,520,000	103
88	**HAL Laboratory**	£3,350,000	103
89	**Relic**	£3,120,000	104
90	**Savage Entertainment**	£3,110,000	104
91	**Kuju Entertainment**	£3,010,000	104
92	**Atlus Software**	£2,940,000	105
93	**SCEA Santa Monica**	£2,910,000	105
94	**Ninja Theory**	£2,860,000	105
95	**Retro Studios**	£2,800.000	106
96	**Tantalus**	£2,790,000	106
97	**Marvelous**	£2,780,000	106
98	**Blitz Games**	£2,770,000	107
99	**Rockstar Vancouver**	£2,730,000	107
100	**Planet Moon Studios**	£2,710,000	107

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A-Z INDEX

STUDIO	POSITION	REVENUES	PAGE
2K Boston/2K Australia	42	£9,170,000	75
7 Studios	78	£4,387,000	100
A2M	19	£17,500,000	44
Agenda	70	£4,750,000	97
Altron	63	£5,629,000	92
Amaze Entertainment	13	£24,070,000	34
Asobo Studio	74	£4,600,000	99
Atlus Software	92	£2,940,000	105
Backbone	46	£8,850,000	80
Barking Lizards	68	£4,800,000	97
Bethesda	52	£7,170,000	88
BioWare	59	£6,130,000	91
Bizarre Creations	50	£7,430,000	87
Blade Interactive	83	£3,750,000	102
Blitz Games	98	£2,770,000	107
Blizzard	47	£8,640,000	82
Budcat Creations	81	£3,840,000	101
Bungie	8	£31,450,000	26
Capcom	15	£22,300,000	36
Climax	66	£5,330,000	95
Codemasters	31	£11,730,000	62
Creative Assembly	72	£4,680,000	98
Criterion Games	67	£5,220,000	95
Crystal Dynamics	36	£10,880,000	69
Digital Tainment Pool	61	£5,670,000	91
Dimps	76	£4,410,000	99
EA Black Box	6	£37,310,000	22
EA Bright Light	35	£11,130,000	68
EA Canada	2	£68,780,000	14
EA Chicago	60	£5,880,000	91
EA LA	14	£22,490,000	35
EA Montreal	75	£4,560,000	99
EA Redwood Shores	17	£19,990,000	40
EA Salt Lake	24	£14,830,000	52
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Epic Games	45	£8,890,000	79
Eurocom	37	£9,740,000	70
Evolution Studios	44	£9,116,000	77
Exient	77	£4,391,000	100
Frontier	82	£3,800,000	101
Game Freak	30	£12,880,000	61
HAL Laboratory	88	£3,350,000	103
Harmonix	57	£6,480,000	90
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Konami	**4**	£41,670,000	18
Kuju Entertainment	**91**	£3,010,000	104
Lexis Numerique	**80**	£4,010,000	101
London Studio	**21**	£16,100,000	49
Magenta	**84**	£3,690,000	102
Marvelous	**97**	£2,780,000	106
Maxis	**7**	£36,840,000	24
Microsoft Game Studios	**28**	£13,470,000	57
Midway	**54**	£6,960,000	89
MTO	**64**	£5,628,000	92
Namco	**32**	£11,540,000	63
Naughty Dog	**69**	£4,790,000	97
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Ninja Theory	**94**	£2,860,000	105
Nintendo	**1**	£129,830,000	12
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Paradigm Entertainment	**87**	£3,520,000	103
Planet Moon Studios	**100**	£2,710,000	107
Radical	**40**	£9,300,000	73
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Traveller's Tales	**10**	£27,060,000	30
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Ubisoft France	**11**	£25,370,000	32
Ubisoft Montreal	**3**	£52,170,000	16
Ubisoft Romania	**86**	£3,580,000	103
Valve	**58**	£6,360,000	90
Vicarious Visions	**18**	£17,560,000	42
Visual Impact	**85**	£3,650,000	102
Yuke's	**12**	£24,500,000	33

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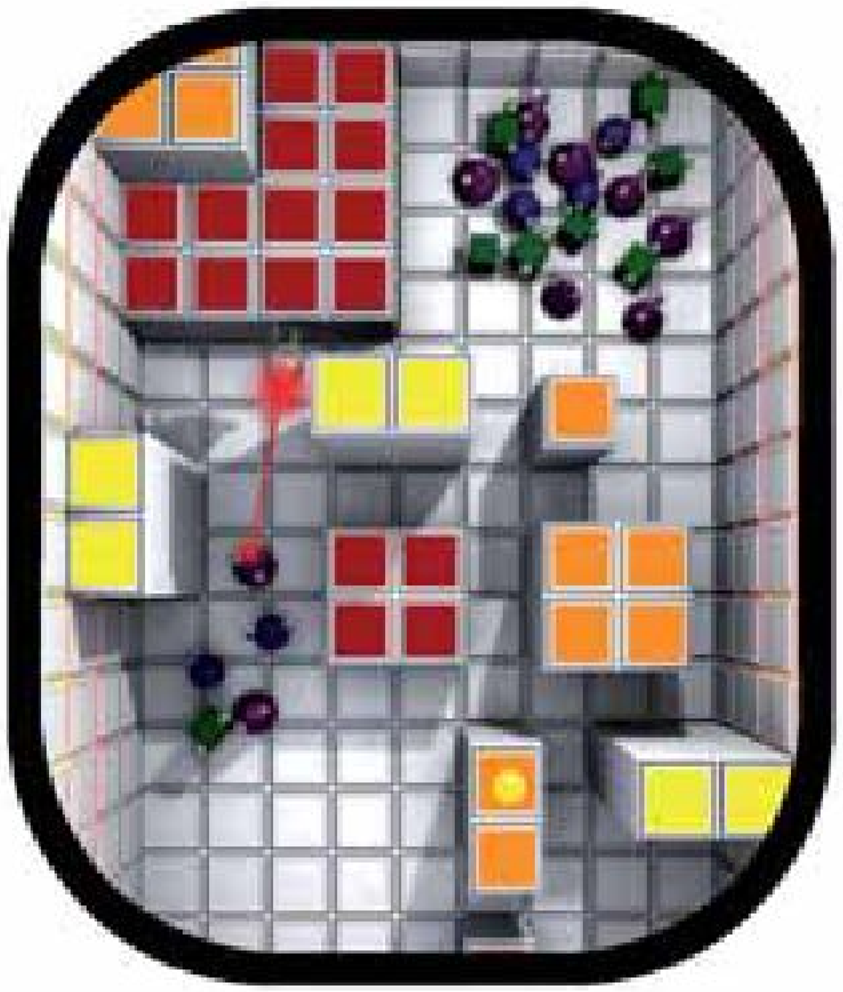

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